

# Memorandum



**Date:** November 6, 2007

**To:** Honorable Chairman Bruno A. Barreiro  
and Members, Board of County Commissioners

Agenda Item No. 8(N)(1)(C)

**From:** George M. Burgess  
County Manager

**Subject:** Resolution Accepting the North Corridor Station Area Planning Charrette Report for the Veterans Way Metrorail Station

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## **Recommendation**

It is recommended that the Board of County Commissioners adopt the attached resolution accepting the North Corridor Station Area Planning Charrette Report for the Veterans Way Metrorail Station.

## **Scope**

This ordinance impacts the area of the Veterans Way Community Urban Center located in Commission District 1.

## **Fiscal Impact/Funding Source**

The proposed resolution creates no fiscal impact on Miami-Dade County.

## **Track Record/Monitor**

Not applicable.

## **Background**

The North Corridor is the proposed 9.5-mile northern extension of the Metrorail system included in the County's People's Transportation Plan. This extension is being designed to serve the communities along NW 27th Avenue with seven new stations located between NW 82nd Street and NW 215th Street, including a station at Veterans Way (Ali Baba Avenue) in the City of Opa-locka.

The County's Comprehensive Development Master Plan (CDMP) designates the area in the vicinity of the proposed North Corridor Metrorail station at Veterans Way as a Metropolitan Urban Center. As part of the CDMP-mandated area planning process, Miami-Dade Transit in coordination with the Department of Planning and Zoning, Miami-Dade College and the City of Opa-locka held the North Corridor Charrette for the Metrorail Stations at NW 119th Street (Miami-Dade College) and Veterans Way (Ali Baba Avenue) from April 22 to April 27, 2006. During the Charrette, residents and stakeholders voiced strong support for making important public improvements, attracting new, quality business to the City's town center and along NW 27th Avenue where the station is to be located.

On March 6, 2007 Miami-Dade Transit issued a draft of the North Corridor Station Area Planning Charrette Report for the Veterans Way Metrorail Station (Charrette Report) containing the charrette plan (citizens' vision) and the recommendations for implementation. The Charrette Report builds on the area's historic assets and calls for the establishment of a true mixed-income opportunity for Opa-locka by leveraging the value of transit to help expand economic opportunities. On June 4, 2007 the Planning Advisory passed a resolution endorsing the draft Charrette Report and recommending to the Board of County Commissioners acceptance of the same.

In August 2007 Miami-Dade Transit issued the final draft of the Charrette Report that includes the final comments from the City of Opa-locka. The Charrette Report recommendations are consistent with the County's CDMP. The City of Opa-locka is currently in the process of updating its comprehensive plan in order to reflect the Veterans Way Station Charrette Report's plan and recommendations. In addition, implementation of the Charrette Report recommendations will require close coordination between County agencies, State agencies, including the Florida Department of Transportation, and the City of Opa-locka.

A Charrette Report Summary Sheet containing the main highlights of the Charrette Report is also attached to this memorandum.



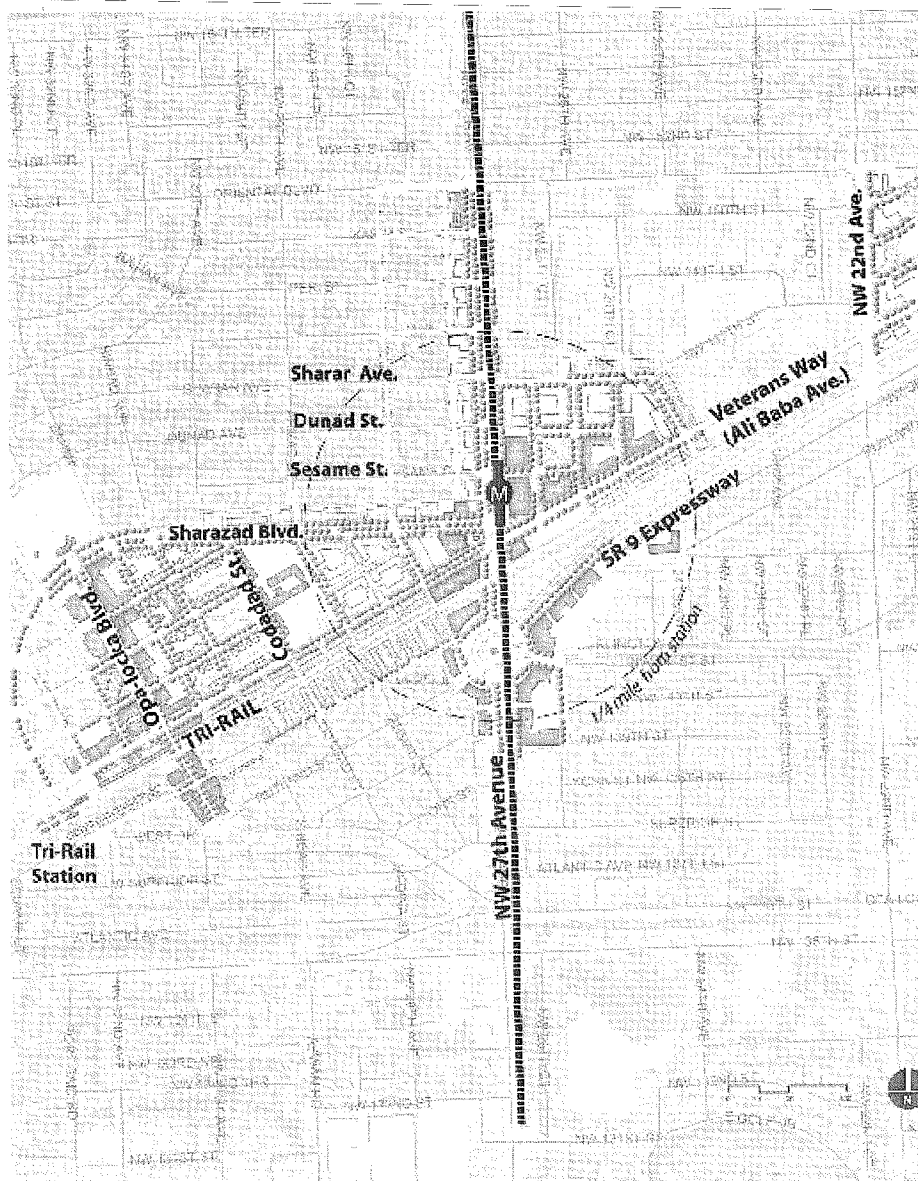
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Assistant County Manager

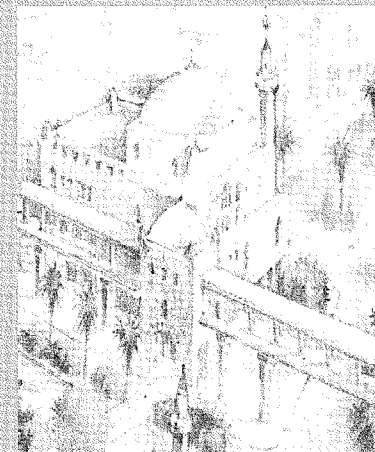


# NORTH CORRIDOR SUMMARY SHEET

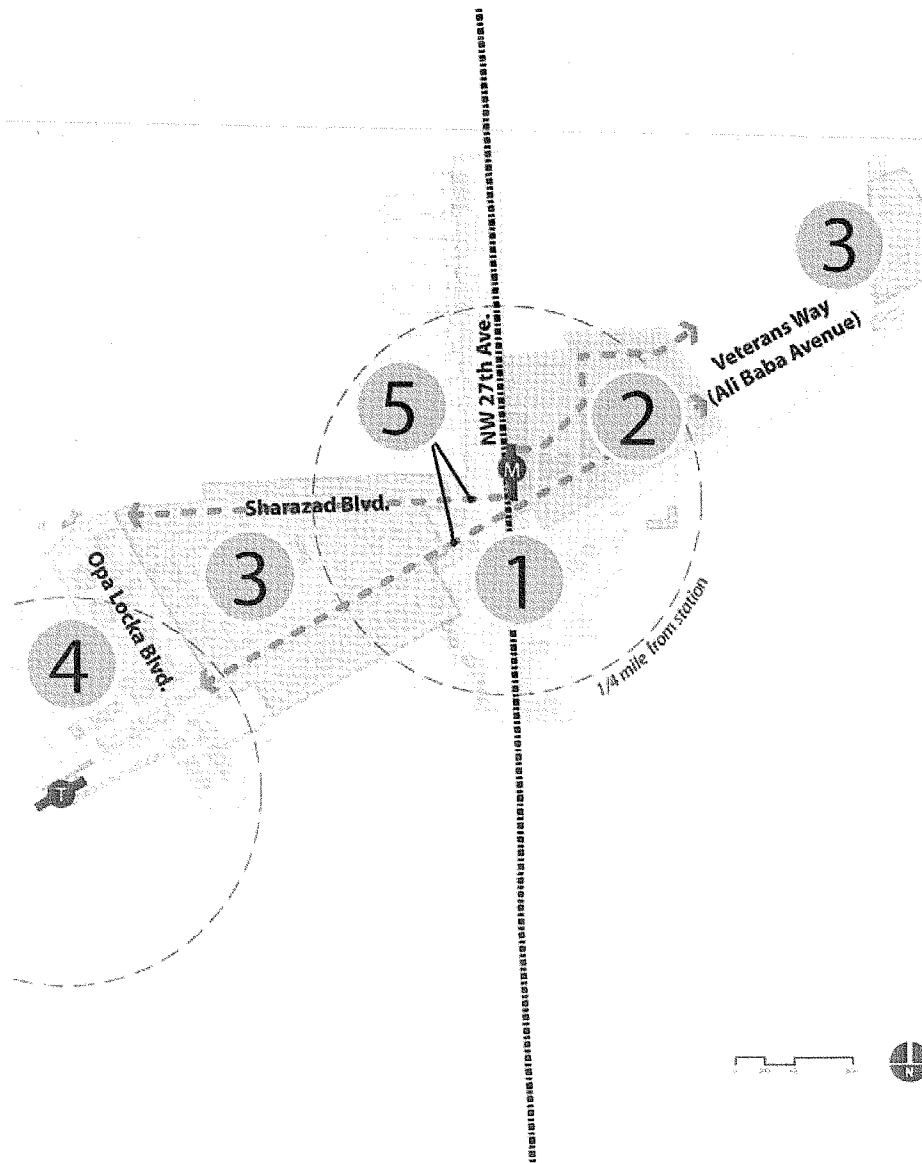
## VETERANS WAY



- The proposed Metrorail Station at Veterans Way (Ali Baba Avenue) and NW 27th Avenue is one of the seven new stations being proposed as part of the 9.5-mile North Corridor Metrorail extension.
- The station area which is located in the City of Opa-locka is designated as a Community Urban Center in the County's Comprehensive Development Master Plan.
- Miami-Dade Transit in coordination with the Department of Planning and Zoning, the City of Opa-locka and Miami-Dade College held the North Corridor Charrette for the Veterans Way and NW 119th Street Stations from April 22 to April 27, 2006.
- In August 2007 Miami-Dade Transit issued the final draft of the Veterans Way Station Charrette Report which includes the latest revisions by County and City staff.
- The City of Opa-locka is in the process of updating its comprehensive plan in order to reflect the Veterans Way Station Charrette Report's plan and recommendations. The City will follow this effort with the establishment of the appropriate zoning regulations.



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## VETERANS WAY (ALI BABA AVE.) STATION CONCEPT DIAGRAM

### POTENTIAL DEVELOPMENT PARAMETERS

Residential	1,800 units
Office and Commercial	200,000 square feet
Business and Entertainment	300,000 square feet
Civic	63,000 square feet
Parks	6.6 acres

Implementation of the Charrette Report requires close coordination efforts between Miami-Dade County agencies, the Florida Department of Transportation and the City of Opa-locka. In addition, and as previously stated, while the County would retain jurisdiction and will seek implementation of the land use recommendations for the immediate station area and the Metrorail guideway (Rapid Transit Zone), the municipality will be responsible for implementing the land use recommendations away from the Rapid Transit Zone.

### STATION AREA CONCEPT

#### 1. Transforming NW 27th Avenue

The charrette plan envisions NW 27th Avenue as a new main street for the North Corridor. Great places are defined in part by great streets. NW 27th Avenue can be an attractive gateway welcoming you to Opa-locka – a great place for walking, for commerce, for casual interaction and for moving traffic. The concept transforms 27th Avenue from a 6-lane arterial to a 4-lane urban boulevard with local access streets.

#### 2. Transit Village

The Metrorail station will become a strong center for Opa-locka. The transit village features housing, commercial and mixed use buildings arranged around a new public square one block to the east. Live/work townhomes will transition between the transit village and the preserved industrial area to the northeast.

#### 3. Housing Investment and Neighborhood Parks

Significant housing reinvestment and enhanced parks are called for in the plan. Storefront and home improvement grant or loan programs can help to encourage private investments and property improvements. Townhomes along Veterans Way with alley-facing garages in back to provide new housing choices and buffer the existing rail corridor.

#### 4. Main Street

Opa-locka will be unique in the North Corridor with service by both Metrorail and its existing Tri-Rail station. Opa-locka Boulevard serves as a civic and commercial main street anchored to the north by the historic City Hall and the retail core to the south at Veterans Way. A festival plaza, new civic uses and retail will help to create a vibrant active street.

#### 5. Pedestrian Connectivity

In a TOD, streets need to be great places for walking, for commerce, for casual interaction and for moving traffic. Improved circulation and access to and from the station for pedestrians and bicyclists will be important for creating a true community center. New and improved at-grade pedestrian crossings on NW 27th Avenue will help to safely tie the community together.




# MEMORANDUM

(Revised)

TO: Honorable Chairman Bruno A. Barreiro  
and Members, Board of County Commissioners

DATE: November 6, 2007

FROM:   
R. A. Cuevas, Jr.  
County Attorney

SUBJECT: Agenda Item No. 8(N)(1)(C)

Please note any items checked.

\_\_\_\_\_ "4-Day Rule" ("3-Day Rule" for committees) applicable if raised

\_\_\_\_\_ 6 weeks required between first reading and public hearing

\_\_\_\_\_ 4 weeks notification to municipal officials required prior to public hearing

\_\_\_\_\_ Decreases revenues or increases expenditures without balancing budget

\_\_\_\_\_ Budget required

\_\_\_\_\_ Statement of fiscal impact required

\_\_\_\_\_ Bid waiver requiring County Manager's written recommendation

\_\_\_\_\_ Ordinance creating a new board requires detailed County Manager's report for public hearing

\_\_\_\_\_ Housekeeping item (no policy decision required)

\_\_\_\_\_ No committee review

Approved \_\_\_\_\_ Mayor \_\_\_\_\_

Agenda Item No. 8(N)(1)(C)

Veto \_\_\_\_\_

11-06-07

Override \_\_\_\_\_

RESOLUTION NO. \_\_\_\_\_

RESOLUTION ACCEPTING THE NORTH CORRIDOR  
STATION AREA PLANNING CHARRETTE REPORT FOR THE  
VETERANS WAY METRORAIL STATION INCLUDING ITS  
PLAN AND RECOMMENDATIONS AND DIRECTING  
COUNTY STAFF TO BE GUIDED BY THE CHARRETTE  
REPORT AND FURTHER DIRECTING THE MANAGER TO  
COORDINATE THE IMPLEMENTATION OF THE REPORT'S  
RECOMMENDATIONS WITH THE CITY OF OPA-LOCKA  
AND ALL OTHER PERTINENT AGENCIES

**WHEREAS**, the North Corridor is one of the major transit projects proposed by the  
County's People's Transportation Plan; and

**WHEREAS**, the North Corridor is a 9.5-mile extension of the Metrorail system serving  
the communities along NW 27th Avenue with seven new stations from NW 82nd Street to NW  
215th Street, including a station at Veterans Way (Ali Baba Avenue) in the City of Opa-locka;  
and

**WHEREAS**, the County's Comprehensive Development Master Plan (CDMP)  
designates the area in the vicinity of the proposed North Corridor Metrorail station at Veterans  
Way/Ali Baba as a Community Urban Center; and

**WHEREAS**, Miami-Dade Transit in coordination with the Department of Planning and Zoning, the City of Opa-locka and Miami-Dade College held the North Corridor Charrette for the Metrorail Stations at NW 119th Street (Miami-Dade College) and Veterans Way (Ali Baba Avenue) from April 22 to April 27, 2006; and

**WHEREAS**, on March 6, 2007 Miami-Dade Transit issued the first draft of the North Corridor Station Area Planning Charrette Report for the Veterans Way Metrorail Station (Veterans Way Station Charrette Report); and

**WHEREAS**, at their meeting of June 4, 2007, the members of the Planning Advisory Board recommended acceptance of the Veterans Way Station Charrette Report and endorsed its plan and recommendations; and

**WHEREAS**, in August 2007 Miami-Dade Transit issued the final draft of the Veterans Way Station Charrette Report; and

**WHEREAS**, the Veterans Way Station Charrette Report's plan and recommendations are consistent with the County's CDMP; and

**WHEREAS**, the City of Opa-locka is in the process of updating its comprehensive plan in order to reflect the Veterans Way Station Charrette Report's plan and recommendations; and

**WHEREAS**, the Veterans Way Station Charrette Report promulgates recommendations and guidelines to influence form and character of future development within the Veterans Way Station area in the heart of the City of Opa-locka; and

**WHEREAS**, the County wishes to accept these recommendations and guidelines; and

**WHEREAS**, further implementation of the Veterans Way Station Charrette Report plan and recommendations guidelines requires close coordination efforts between Miami-Dade County agencies, the Florida Department of Transportation and the City of Opa-locka,

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA**, that this Board hereby (1) accepts the North Corridor Station Area Planning Charrette Report for the Veterans Way Metrorail Station, including its plan and recommendations, and (2) directs County Staff to be guided by such plan and recommendations, and (3) further directs the County Manager to coordinate the implementation of the Charrette Report's plan and recommendations with the City of Opa-locka and all other pertinent agencies.



The foregoing resolution was offered by Commissioner  
who moved its adoption. The motion was seconded by Commissioner  
and upon being put to a vote, the vote was as follows:


Bruno A. Barreiro, Chairman	
Barbara J. Jordan, Vice-Chairwoman	
Jose "Pepe" Diaz	Audrey M. Edmonson
Carlos A. Gimenez	Sally A. Heyman
Joe A. Martinez	Dennis C. Moss
Dorrin D. Rolle	Natacha Seijas
Katy Sorenson	Rebeca Sosa
Sen. Javier D. Souto	

The Chairperson thereupon declared the resolution duly passed and adopted this 6th day of November, 2007. This resolution shall become effective ten (10) days after the date of its adoption unless vetoed by the Mayor, and if vetoed, shall become effective only upon an override by this Board.

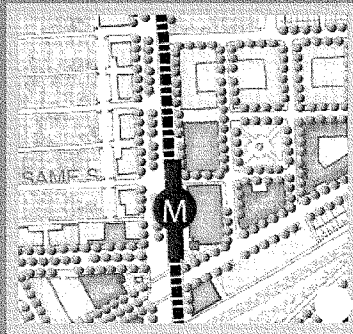
MIAMI-DADE COUNTY, FLORIDA  
BY ITS BOARD OF COUNTY  
COMMISSIONERS

HARVEY RUVIN, CLERK

By: \_\_\_\_\_  
Deputy Clerk

Approved by County Attorney as  
to form and legal sufficiency. 

Dennis A. Kerbel



# NORTH CORRIDOR STATION AREA PLANNING

CHARRETTE REPORT FOR VETERANS WAY METRORAIL STATION

PREPARED BY: PB PLACEMAKING / AUGUST, 2007



# ACKNOWLEDGEMENTS

County Commissioner District 1: Vice-Chairwoman Barbara J. Jordan

Miami-Dade Transit:  
Harpal Kapoor, Director  
Jon T. Spillman  
Maria Baptista  
Richard Pereira  
Frank Talleda  
Michelle Simmons  
Ruby Hemingway-Adams

Miami-Dade Department of Planning and Zoning:  
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Tom Spehar  
Shailendra Singh  
Jess Linn  
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Gianni A. Lodi

City of Opa-locka:  
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Gerald Lee  
Al Tate

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Thomas Bennett, Deputy Project Manager  
Rajiv Batra  
James Hencke  
Patrick Sweeney  
Keith Liden  
Jennifer Rosales  
Kimi Iboshi-Sloop  
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Kokila Lochan  
Mark Bachelis  
Paul Morris  
Julienne Chen

Charrette Design Support:  
Grace Dillon, Jaime Correa + Associates  
Jennifer Pearson, Jaime Correa + Associates  
Maria Chalgub, Chalgub Inc.  
Derrick Smith, A + S Architects, Planners P.A.  
Steven Fett

Bay Area Economics:  
Ron Golem

Dickey Consulting Services:  
Sheryl A. Dickey  
Sady Diaz  
Dana Shelby  
Carla Hankerson

PMC Team:  
Dennis Newjahr  
Jack Schnettler  
Sheila Grant  
Marie Elsie Dowell  
John Lafferty  
Jayne Pietrowski  
Raul J. Carrasquel  
Richard A. Bionda  
Novia Chang  
Naomi Wright  
Schatzie Jefferson  
Jean Kouch

FDOT:  
David Kouros  
Janet S. Seiflin  
Erinia Nagid

Miami-Dade MPO:  
David Henderson  
Elizabeth Rockwell

Thanks to all the community members of  
Opa-locka who generously gave their time to help  
envision the future of the Veterans Way station area.

Special thanks to Miami Dade College North Campus for providing  
charrette space and seeing to the needs of the charrette team.



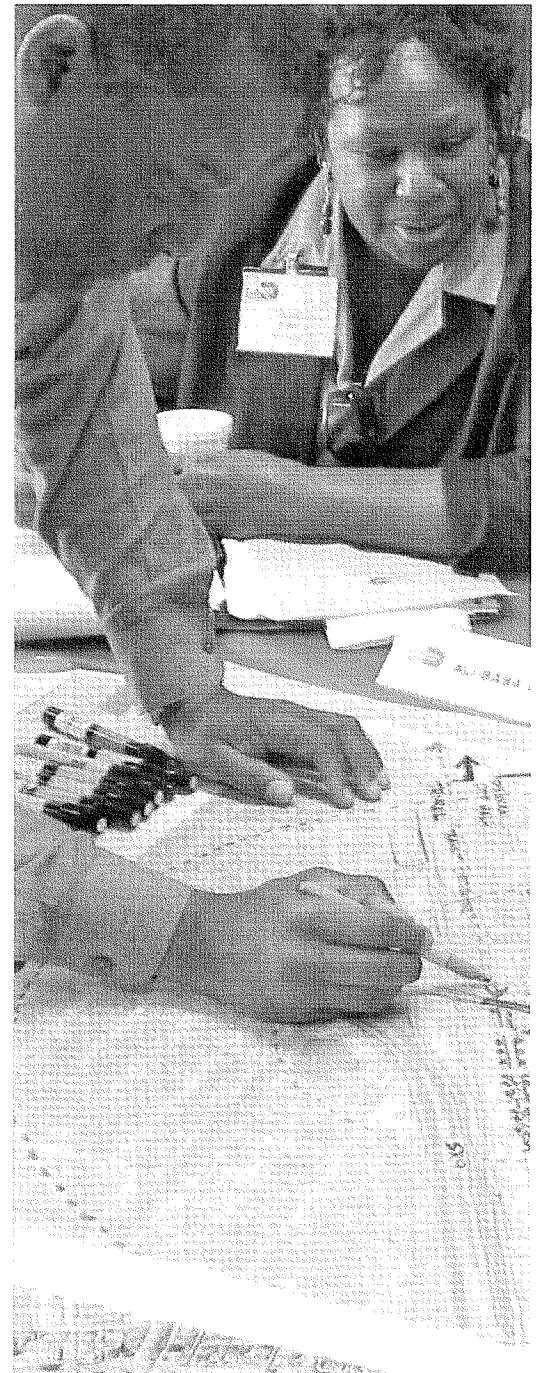
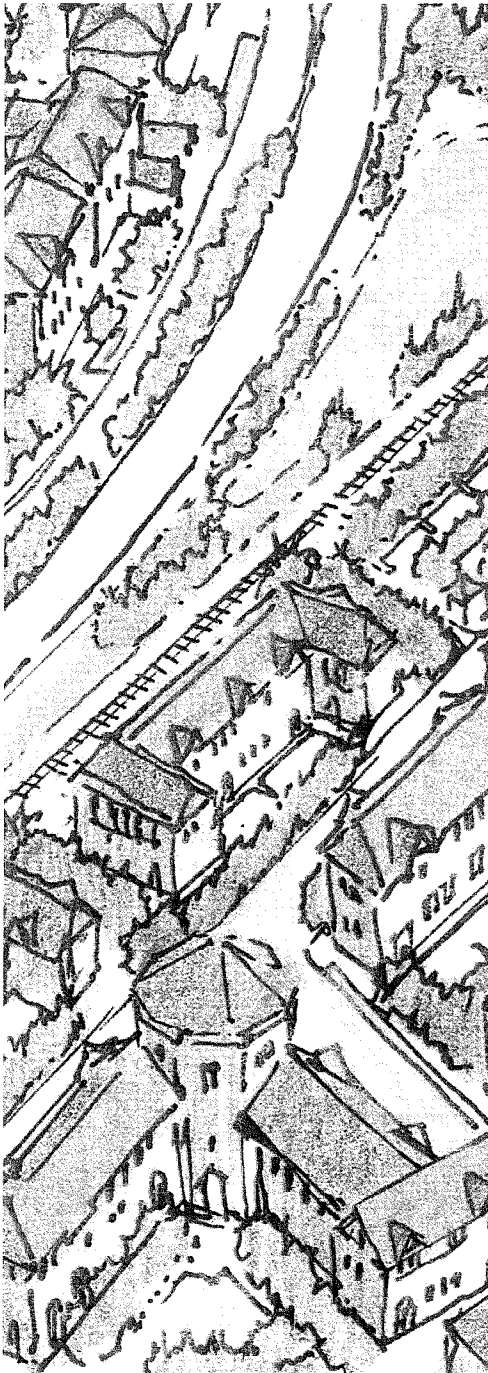
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# EXECUTIVE SUMMARY

FOR THE VETERANS WAY (ALI BABA AVENUE) STATION





## VISION

**The Orange Line Phase 2 North Corridor Metrorail Extension is a once-in-a-generation opportunity to create a strong center and revive business districts in Opa-locka. The citizens voiced strong support for making important public improvements, attracting new, quality businesses to the town center and along NW 27th Avenue where the Metrorail station will be located. This ambitious vision for the Veterans Way (Ali Baba Avenue) station area builds on the area's historic assets and creates a true mixed-income community for Opa-locka by leveraging the value of transit to help expand economic opportunities.**

The Veterans Way station area is just one part of a larger vision for the entire NW 27th Avenue corridor - an exercise in both community building and people moving. The introduction of Metrorail service is intended to be a catalyst for reinvestment in, and revitalization of, the communities in the North Corridor. The aim of the station area planning in the North Corridor is to create more livable neighborhoods.

Citizens are the experts about what makes sense in their community. After all, they will live with any changes long after the city planners move on to the next project. A five-day community charrette was conducted involving local citizens and a design team to listen to the public's hopes and ideas about the future of the community surrounding the proposed Metrorail station at Veterans Way and NW 27th Avenue. The all-day workshops translated the community's voices into pictures and plans using an iterative process to clarify and refine a consensus-based vision for the station and surrounding community.



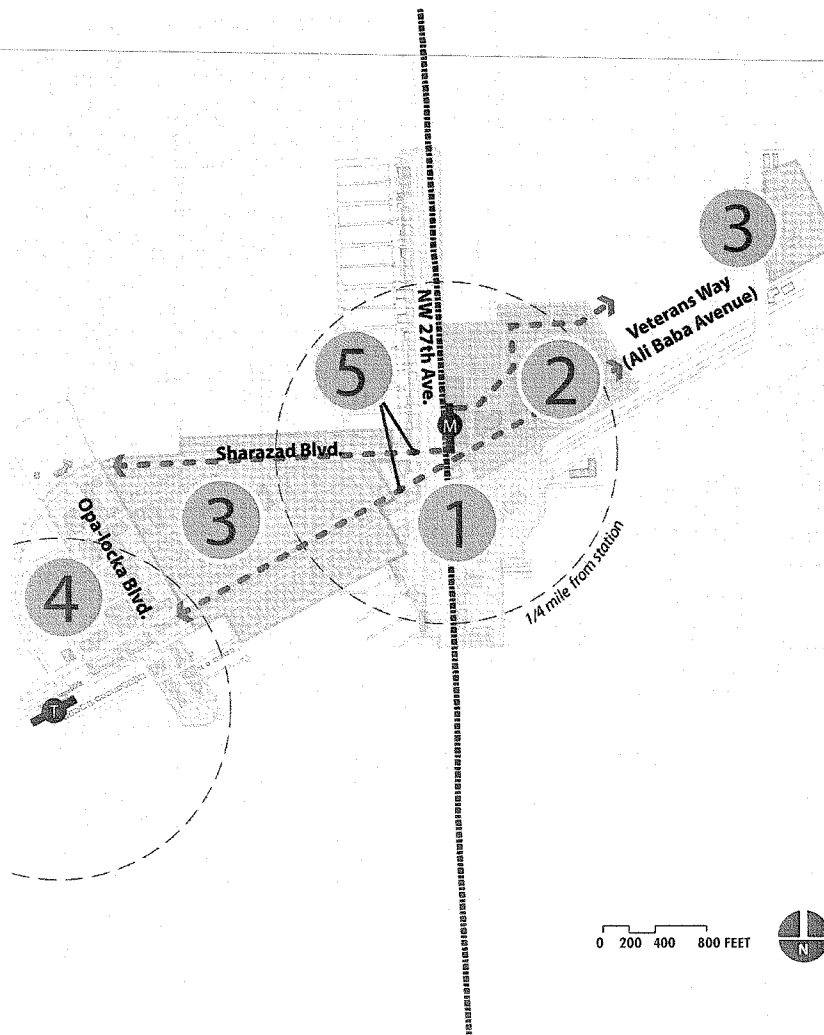


## A DYNAMIC CENTER FOR OPA-LOCKA

The coming of Metrorail can serve as a catalyst to accelerate the revitalization of the heart of Opa-locka. Currently, the area surrounding the intersection at NW 27th Avenue and Veterans Way is declining auto-oriented strip commercial development, low-density residences and industrial uses. The station area plan proposes redevelopment with a complementary mix of uses that will build on the city's main street along Opa-locka Boulevard and take advantage of transit. The concept plan envisions a "transit village" next to the elevated Metrorail station on the east side of NW 27th Avenue. The village is a bookend for a new city center with pedestrian oriented development extending westward to the Tri-Rail station. The concept plan features several key areas, which are:

- Transforming NW 27th Avenue
- Transit Village
- Housing Reinvestment and Neighborhood Parks
- Main Street
- Pedestrian Connectivity

The introduction of Metrorail station is recognized as a tool to help reinvest in, and revitalize the surrounding neighborhoods. The plan acknowledges that the market to support the vision has yet to fully materialize. This means the transition to the future land uses shown in this report must evolve over time as part of a public-private partnership.



▲ VETERANS WAY (ALI BABA AVENUE) STATION  
CONCEPT DIAGRAM

## DEVELOPMENT PROGRAM

Residential	1,800 units
Office and Commercial	200,000 square feet
Business and Entertainment	300,000 square feet
Civic	63,000 square feet
Parks	6.6 acres

## STATION AREA CONCEPT

### 1 Transforming NW 27th Avenue

The charrette plan envisions NW 27th Avenue as a new main street for the North Corridor. NW 27th Avenue can be an attractive gateway welcoming you to Opa-locka – a great place for walking, for commerce, for casual interaction, and for moving traffic. The concept transforms NW 27th Avenue from a 6-lane arterial to a 4-lane urban boulevard with local access streets.

### 2 Transit Village

The Metrorail station will become a strong center for Opa-locka. The transit village features housing and commercial and mixed-use buildings arranged around a new public square one block to the east. Live/work townhomes will transition between the transit village and the preserved industrial area to the northeast.

### 3 Housing Investment and Neighborhood Parks

Significant housing reinvestment and enhanced parks are called for in the plan. Storefront and home improvement grant or loan programs can help to encourage private investments and property improvements. Townhomes along Veterans Way with alley-facing garages in back to provide new housing choices and a buffer from the existing rail corridor.

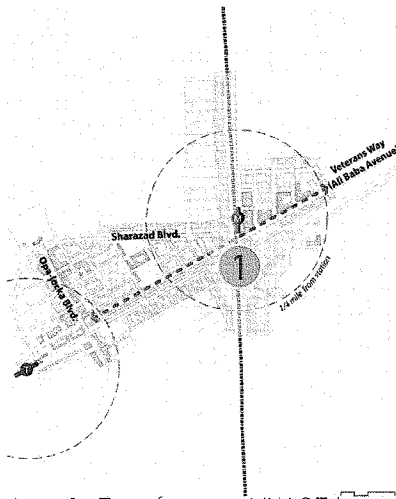
### 4 Main Street

Opa-locka Boulevard serves as a civic and commercial main street anchored to the north by the historic City Hall and the retail core to the south at Veterans Way. A festival plaza, new civic uses and retail will help to create a vital active street.

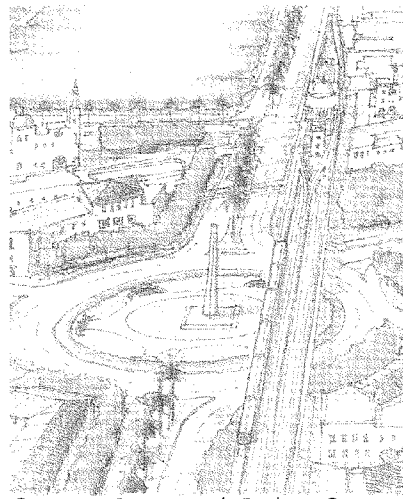
### 5 Pedestrian Connectivity

In a TOD, streets need to be great places for walking, for commerce, for casual interaction, and for moving traffic. Improved circulation and access to and from the station for pedestrians and bicyclists will be important for creating a true community center. New and improved at-grade pedestrian crossings on NW 27th Avenue will help to safely tie the community together.

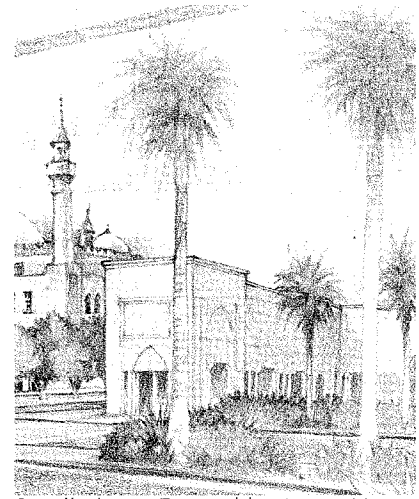




Area 1- Transforming NW 27th Avenue



Gateway Rotary with Park in Center

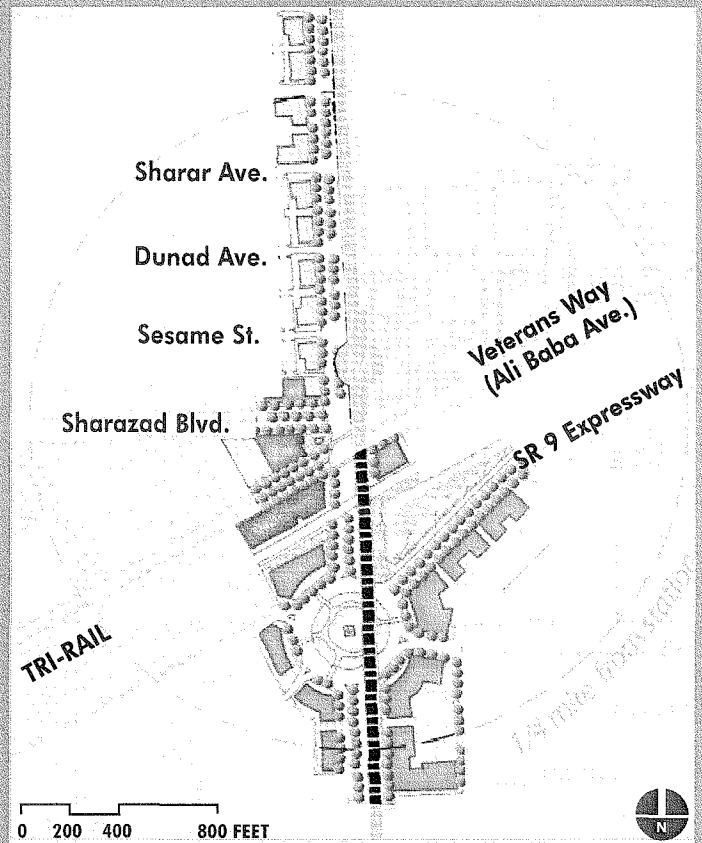


Small Plazas Framed by Active Uses

## Transforming NW 27th Avenue

NW 27th Avenue currently acts as a barrier separating the commercial uses and neighborhoods on the east and west sides. The charrette plan envisions NW 27th Avenue as a new main street for the North Corridor. A transformed NW 27th Avenue can be an attractive gateway welcoming you to Opa-locka – a great place for walking, for commerce, for casual interaction, and for moving traffic. The concept redesigns NW 27th Avenue from a 6-lane arterial to a 4-lane urban boulevard with local access streets. The preliminary design for NW 27th Avenue includes wider sidewalks, greater separation between pedestrian areas and moving traffic, street landscaping, traffic calming, and bicycle lanes. In addition to the street improvements, a new signalized intersection at Sharar Avenue is proposed on NW 27th Avenue to provide pedestrians and bicyclists with additional safe and convenient crossings. This phased package of improvements could include signage, curb extensions, refuge medians, textured crosswalks, and pedestrian countdown signals.

Small plazas framed by active uses on both sides of NW 27th Avenue at Veterans Way help denote this is an important place. A landmark civic building with a Moorish architectural theme, such as a new City Hall, is envisioned across NW 27th Avenue from the station between Sharazad Boulevard and Veterans Way helping to anchor an active new center for Opa-locka. Medium density residential is planned adjacent to the west side of NW 27th Avenue. The replacement of the ramp entrance to SR-9 with a pedestrian accessible traffic rotary creates a site for retail, such as a new grocery store.



LAND USE - Veterans Way (Ali Baba Avenue)



Proposed Metrorail Alignment and Platform

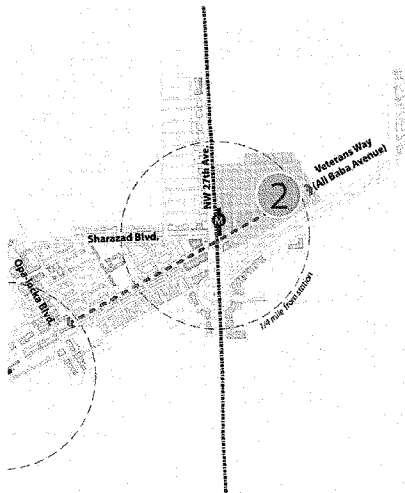
Commercial

Mixed-Use

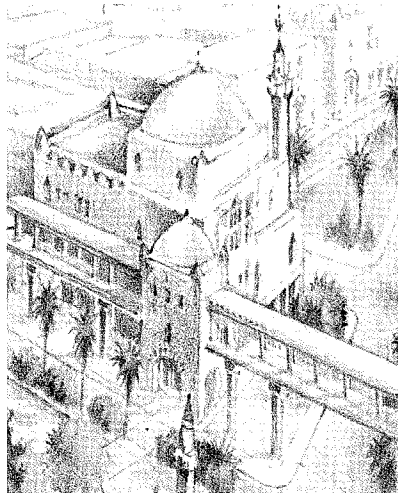
Medium Density Residential

Civic / Institutional

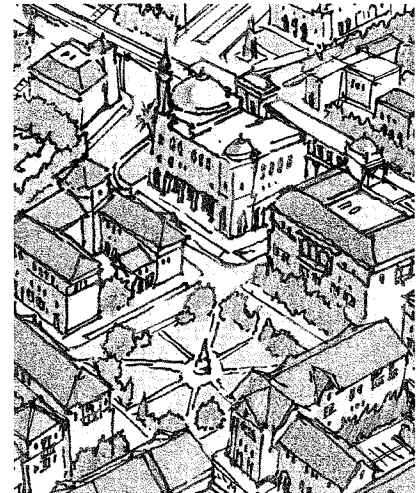
PB PLACEMAKING



Area 2- Transit Village



Veterans Way Metrorail Station



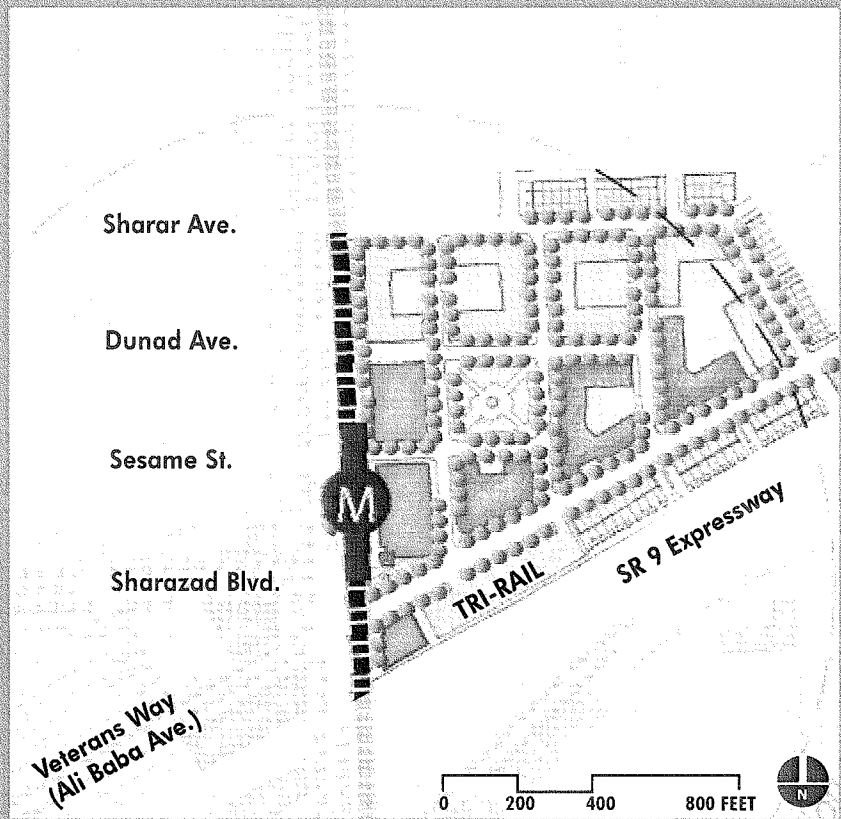
Veterans Way Transit Village

## Transit Village

The Veterans Way Metrorail station will help anchor a new gateway to Opa-locka. Once riders depart Metrorail they will have arrived at an important active place – the Veterans Way Transit Village. A small transit plaza framed by active building edges welcomes pedestrians and transit riders.

The transit village features housing and commercial buildings arranged around a new public square one block to the east. Live/work townhomes will serve as a transition between the transit village and the preserved industrial area to the northeast.

Joint development of the proposed MDT park-and-ride lot can serve as an important early catalyst project to help leverage the overall charrette plan. Transit parking would be relocated south of Veterans Way with bus transfers being efficiently accomplished on-street. Bus shuttles will provide frequent and convenient connections between the transit village, the Opa-locka Tri-Rail station, and the historic City Hall.



### LAND USE - Veterans Way (Ali Baba Avenue)

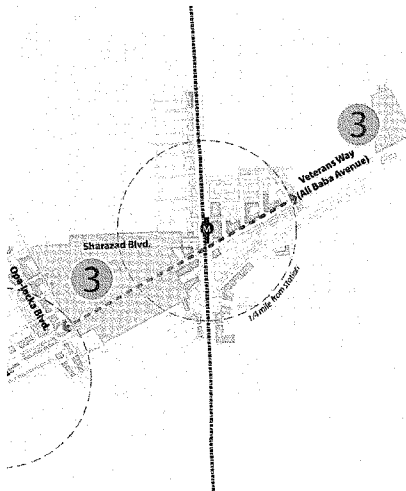


Proposed Metrorail  
Alignment and Platform

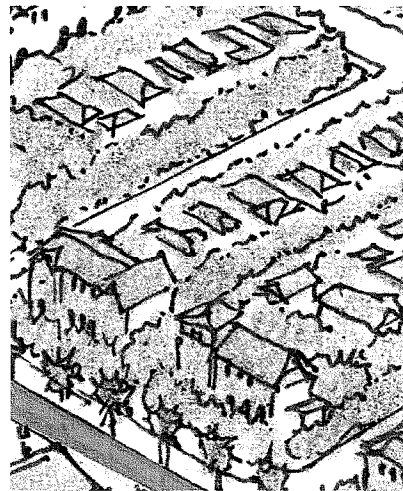
Commercial  
Mixed-Use

Medium Density Residential  
Civic / Institutional

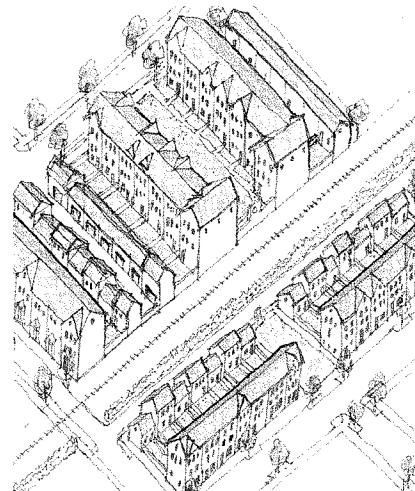




Area 3 - Housing Reinvestment and Neighborhood Parks



Mixed-Income Housing Along Sharazad Boulevard



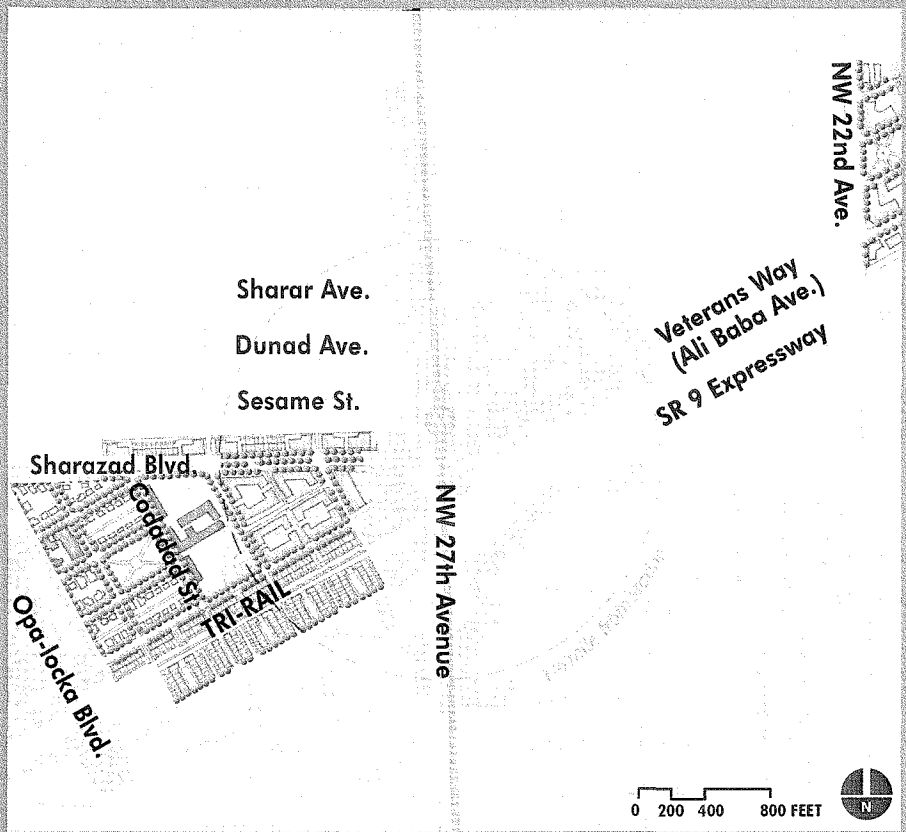
Townhouses Along Tri-Rail

## Housing Reinvestment and Neighborhood Parks

Housing choice is a central piece of the TOD strategy. On the north side of Sharazad Boulevard, a partnership with foundations will help to deliver a mix of new, affordable housing stock. Along both sides of Sinbad Avenue, the preservation and enhancement of the existing neighborhood would be accomplished through a program of targeted housing reinvestment for individual homes utilizing loans and grants.

A land exchange with Opa-locka Elementary School would create a new neighborhood park to serve the community. The elementary school and playground would expand north to Sharazad Boulevard. The net result is more open space in the neighborhood along with better connectivity and eyes on the street by extending Codadad Avenue as a through street along the western edge of the school.

Townhomes along Veterans Way with alley-facing garages in back provide an additional housing choice and a buffer to the Tri-Rail corridor.



LAND USE - Veterans Way (Ali Baba Avenue)



Proposed Metrorail Alignment and Platform

Commercial

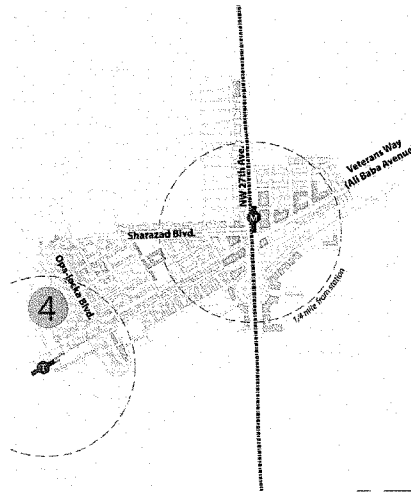
Mixed-Use

Medium Density Residential

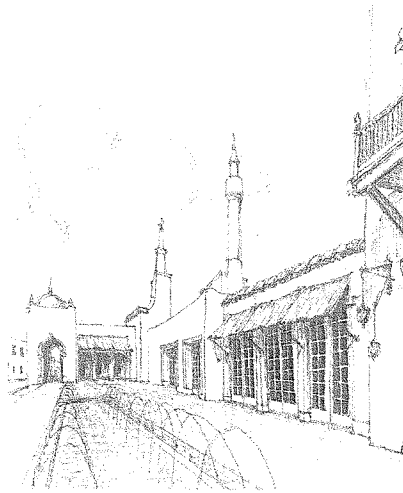
Civic / Institutional

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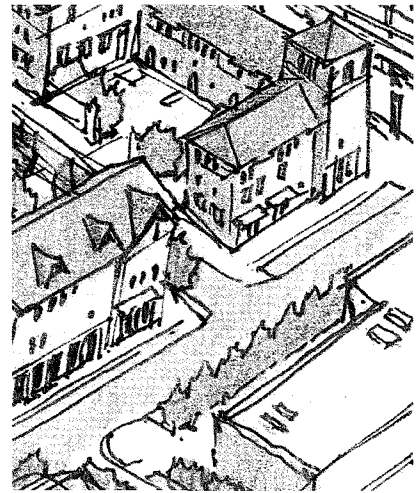




Area 4 - Main Street



Main Street Markspace Near Tri-Rail Station



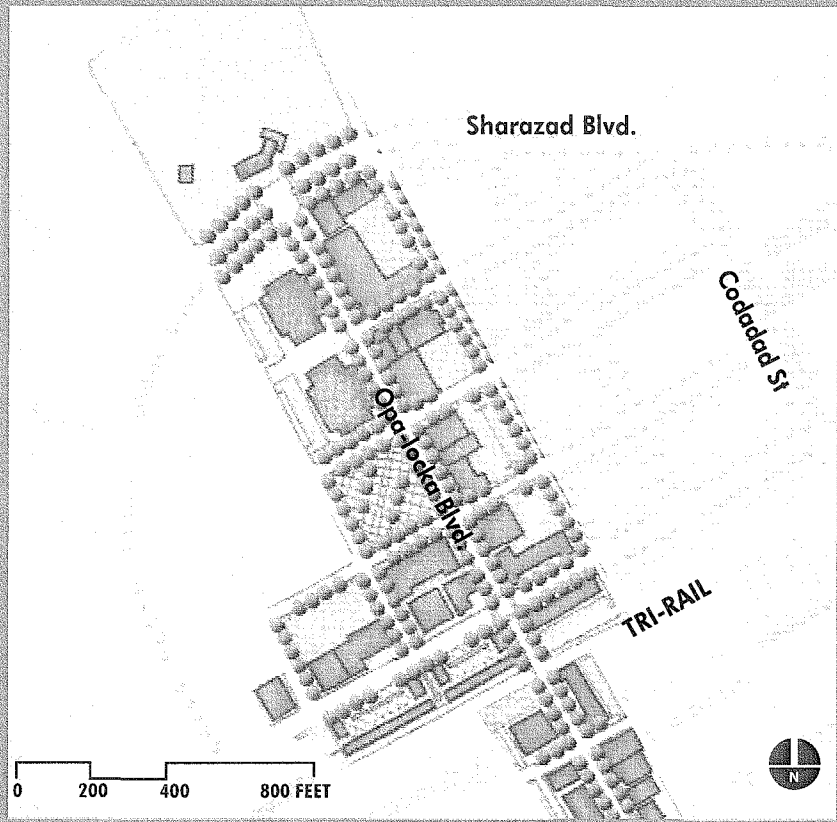
New Office and Retail Buildings on Opa-locka Boulevard

## Main Street

Opa-locka Boulevard serves as a civic and commercial main street anchored to the north by the historic City Hall and to the south by the existing retail at Veterans Way.

The plan foresees new residential, office, and retail buildings fronting along the "main street" with parking in the rear to help create an active mixed-use environment. The architecture reflects and complements the Moorish flavor of the listed National Register of Historic Places buildings at each end of the boulevard. Streetscape improvements and pavement textures on Opa-locka Boulevard create a welcoming safe setting for pedestrians and vehicles. A centrally located off-street surface parking lot has been designed to double as a festival plaza for special events.

The existing Tri-Rail station is within an easy walk and, within Metrorail, affords Opa-locka two transit stops providing high-quality, frequent service. A local shuttle bus connects the two stations.



LAND USE - Veterans Way (All Baba Avenue)



Proposed Metrorail  
Alignment and Platform

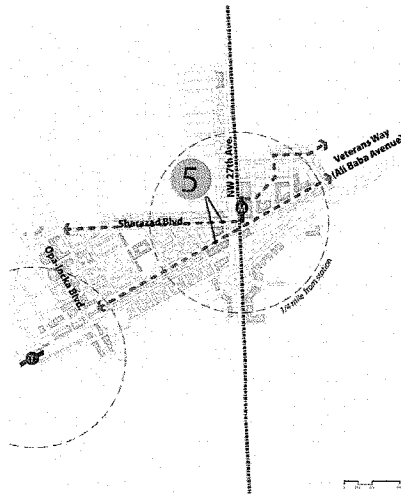
Commercial

Mixed-Use

Medium Density Residential

Civic / Institutional

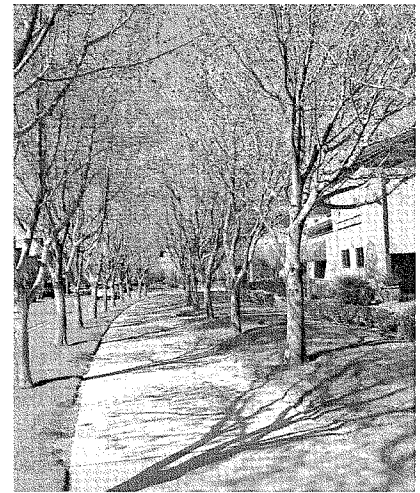




Area 5 - Pedestrian Connectivity



Transit Village Sidewalks

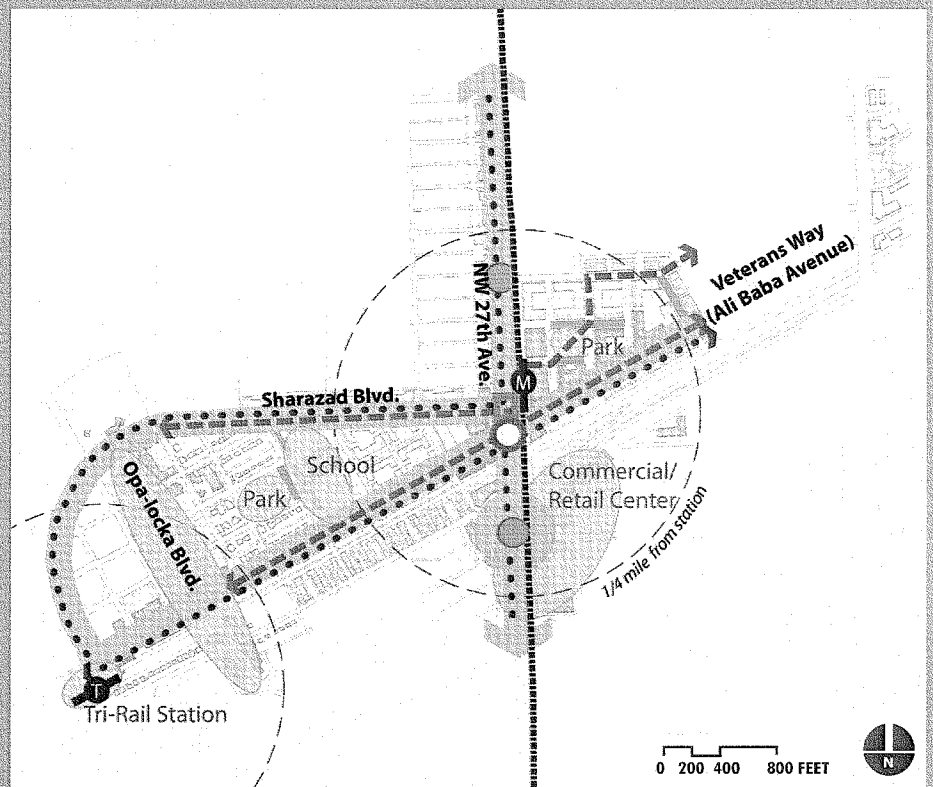


Possible Pedestrian Environment Along Sharazad Boulevard

## Pedestrian Connectivity

The ability to safely and easily walk between the station and the surrounding community is critical for a successful TOD. A key element of the vision is to establish improved circulation throughout the station area for pedestrians, bicyclists, and transit while retaining good accessibility for motorists.

The new Metrorail station, transit village, main street and new housing within the station area are proposed to be connected by an improved pedestrian and bicycling environment along major streets and the introduction of the Opa-locka shuttle bus. Particular emphasis is placed on changing the character of NW 27th Avenue by calming traffic and adding safe and convenient pedestrian crossings.



### Pedestrian Connectivity - Veterans Way (Ali Baba Avenue)



Proposed Metrorail Alignment and Platform

Complete Streets

New Streets

Pedestrian Route

Primary Bikeways

Signal w/ Pedestrian Improvements

New Signal/Rotary & Pedestrian Crossing

Enhanced Pedestrian Crossing

Key Destinations

## A DESIGN THAT FITS THE COMMUNITY

The vision for the Veterans Way station area is influenced by two sets of design principles. First, transit-oriented development (TOD) design principles focus on how to develop around transit stations in a way that supports transit use by nearby residents and businesses. Second, development-oriented transit (DOT) design principles address the other side of the equation, which is how to design station facilities to be well-integrated with the surrounding community.

The *Miami-Dade County Comprehensive Development Master Plan* (CDMP) policies clearly support an integrated land use and transit approach embodied in TOD and DOT design principles. These principles are summarized below.

### Transit-Oriented Development (TOD)

TOD may be described by four basic principles, which define the essential characteristics of all successful TODs:

- Greater density than community average
- A mix of uses
- Quality pedestrian environment
- A defined center

### Development-Oriented Transit (DOT)

It is equally important for transit facilities to be well-integrated with the communities they serve. The key design principles for development-oriented transit (DOT) are:

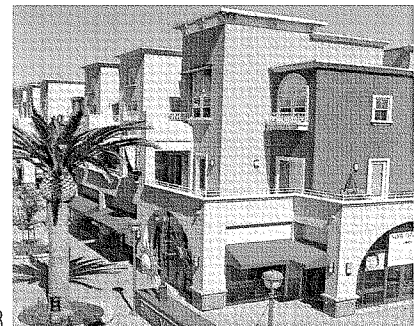
- Stations as the heart of the community
- Connect neighborhoods with transit
- Create a pedestrian environment
- Tame traffic
- Balance parking
- Create partnerships
- Complement community objectives



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1. Orenco Station. Hillsboro, OR
2. Santana Row. San Jose, CA
3. Fruitvale Transit Village. Oakland, CA
4. Clarendon. Arlington, VA



## UNDERSTANDING THE MARKET

A market overview of the Orange Line Phase 2 North Corridor station areas, including Opa-locka, was prepared to assess the potential support for transit-oriented development through 2030 at future Metrorail stations. Opa-locka is a community facing significant challenges, including limited development activity, a negative perception due to crime and other issues, and a larger number of economically disadvantaged households. Opa-locka has an older housing stock with low rates of homeownership, which creates significant potential for displacement. The community is underserved by retail. The analysis considered the demographic and employment characteristics of existing residents; current local market real estate conditions for various types of residential, office, and industrial uses; and realistic level of how much development might be captured based on existing projections for future growth in county population and employment. Assuming coordinated actions by the city and its partners to address its challenges as part of implementing the charrette plan, the potential development program for the station area through 2030 includes:

- 1,800 new units housing including townhouses, lofts, apartments, and condos
- 200,000 square feet of offices and institutional uses
- 300,000 square feet of retail, including a supermarket, neighborhood retail, restaurants, and storefronts

## MAKING THE PLAN REAL

Successful implementation of the station area plan will require a strong partnership between Miami-Dade County, the City of Opa-locka, the Florida Department of Transportation (FDOT), and the private sector. The implementation strategy is focused on six sub-areas:

### Convene TOD Working Group

This multi-jurisdictional working group will coordinate the comprehensive implementation of the station plan and TOD strategy, including improvements to NW 27th Avenue, adoption of community center zoning, selection of a master developer, and joint development of the MDT park-and-ride.

### Adopt Station Area Zoning

The Miami-Dade County Department of Planning and Zoning will use the Veterans Way station charrette report as the basis for the Community Urban Center (CUC) zoning that will be drafted and adopted. Before CUC zoning can be adopted the City of Opa-locka will need to complete the update of its comprehensive plan.

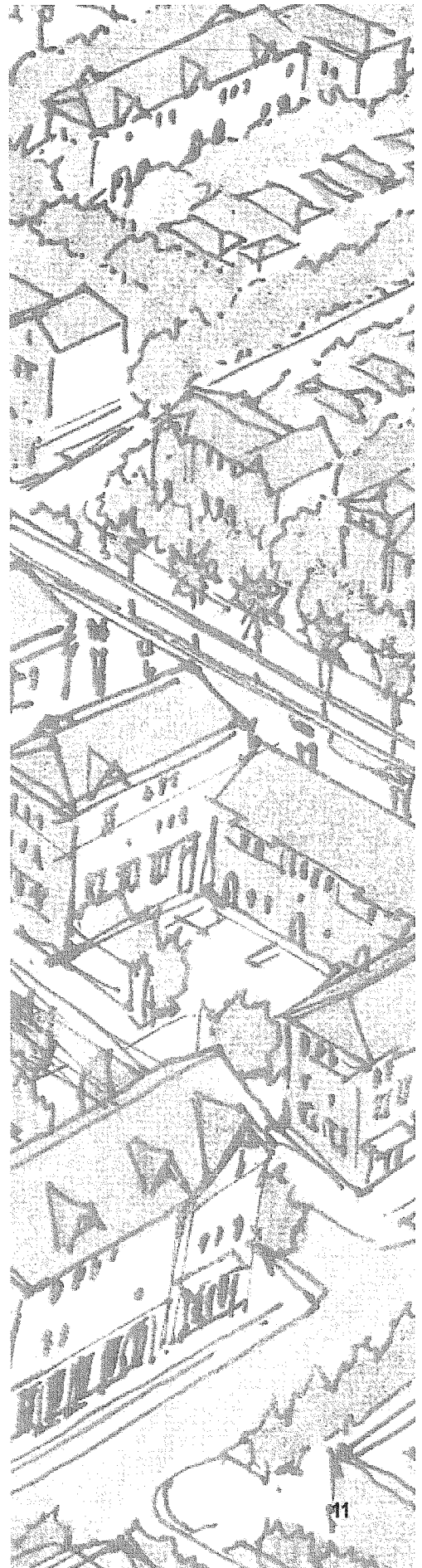
### NW 27th Avenue Improvements

Working with FDOT, NW 27th Avenue is proposed to be transformed into an urban boulevard with safety improvements. The NW 27th Avenue improvements would be built as part of a phased strategy concurrent with the rail project. They would be dependent on specific funding commitments to implement the vision.

### Financing Infrastructure Improvements

The build-out of the station plan will require a detailed public finance strategy that includes:

- New streets and infrastructure upgrades
- Extensive parks improvements
- Pedestrian connections through the neighborhoods
- New schools to accommodate a larger population





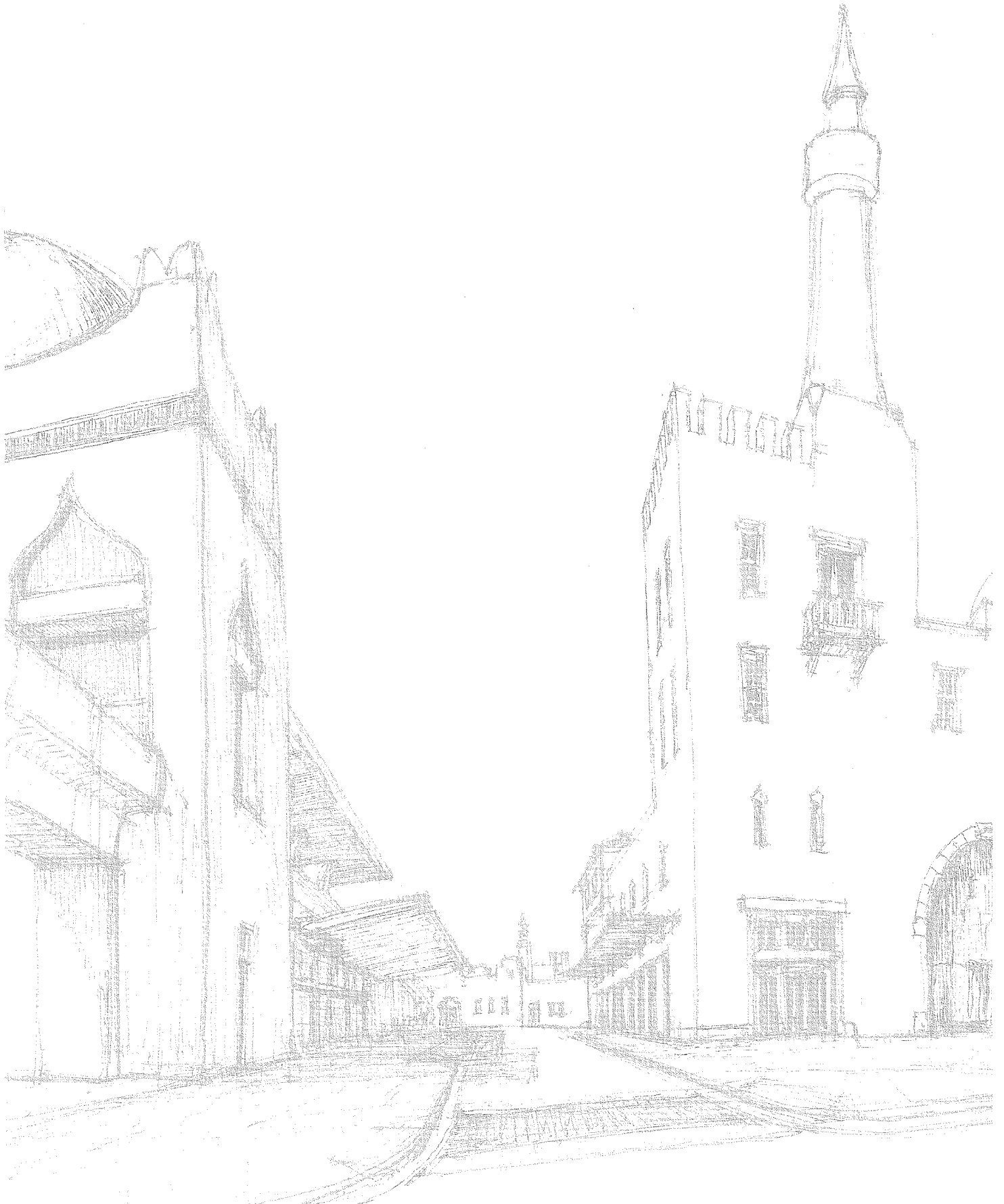
## Select a TOD Master Developer

MDT plans to utilize a new approach to implement transit-oriented development in the corridor. The agency will select a master developer to undertake joint development on several publicly owned sites that will be bundled together for phased implementation. The implementation strategy will include selection of a master developer and the signing of a development agreement.

## A Community Renewal Initiative

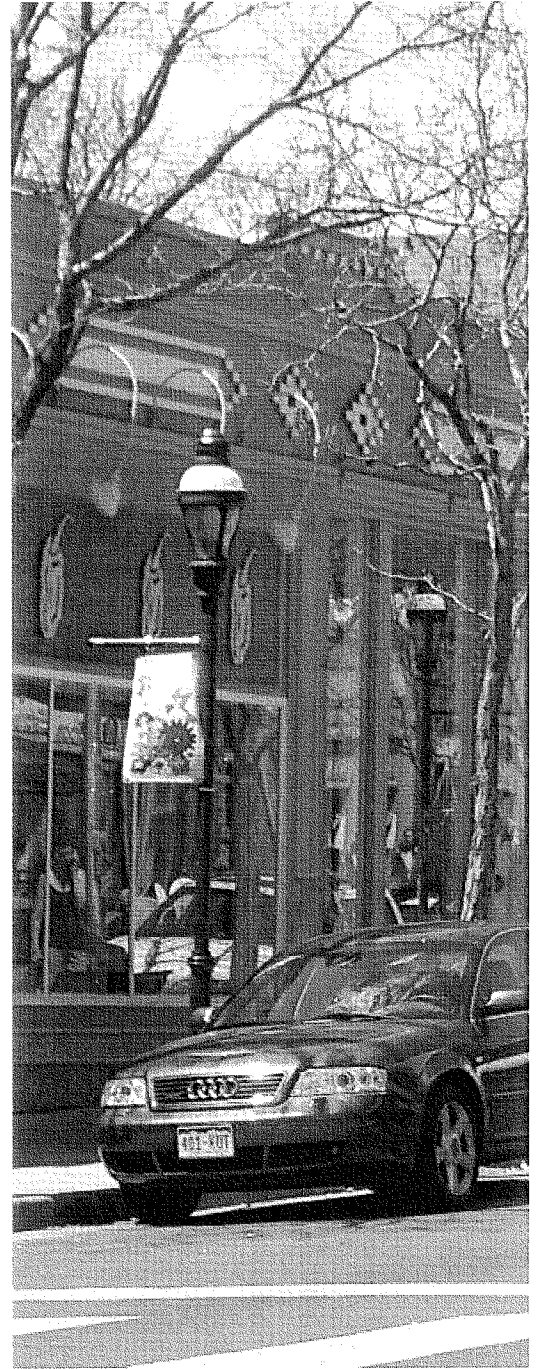
The coming of Metrorail provides an opportunity to accelerate the revitalization of Opa-locka. Metrorail is a tool for community building and people moving. Implementation of the Veterans Way station area plan will largely depend upon a public-private partnership to bring the tools and resources necessary to realize the vision. The support and partnership of Miami-Dade County, FDOT, private foundations and private developers are critical to the success of the plan.

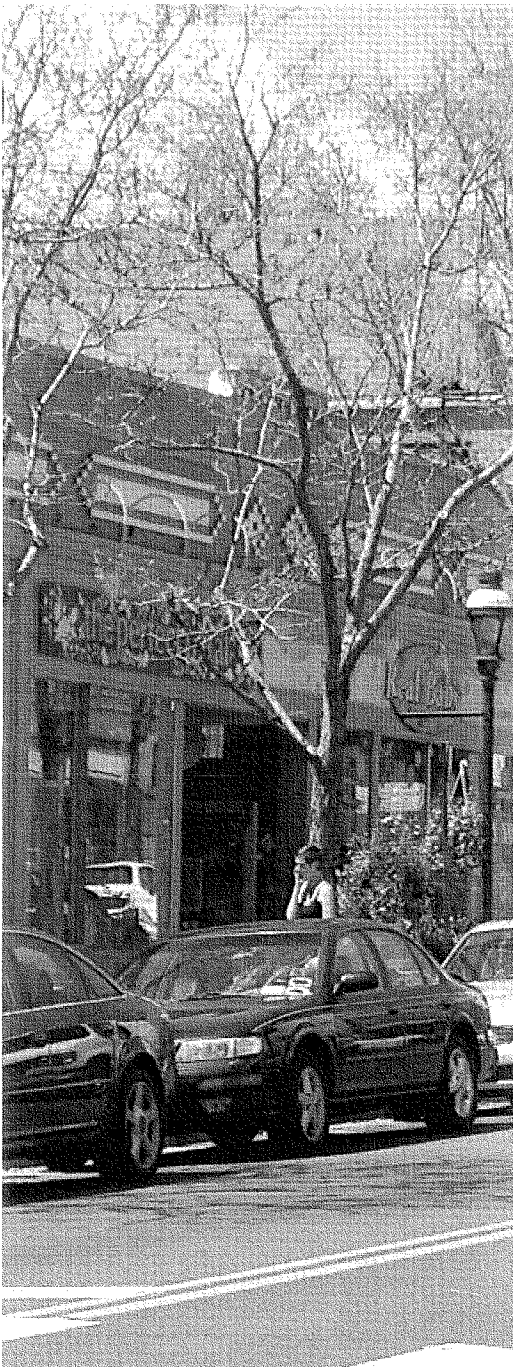




# CHAPTER 1

## NORTH CORRIDOR PROJECT OVERVIEW





## INTRODUCTION

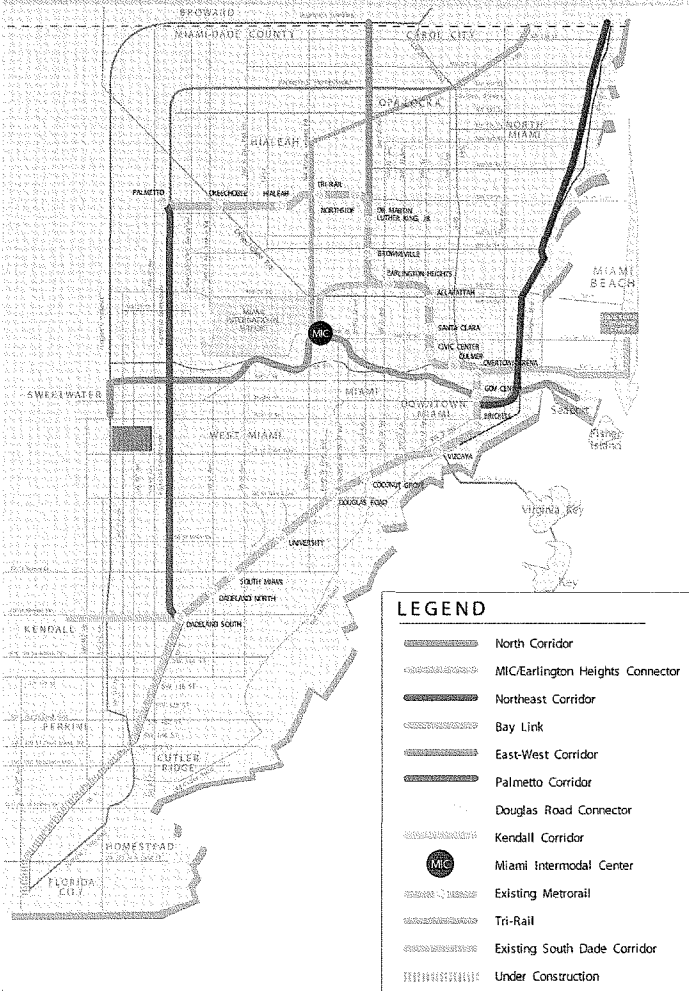
NW 27th Avenue is a major north-south route that runs uninterrupted, linking the Miami-Dade and Broward County area at the north, to the southerly area of Miami at US 1. From NW 79th Street, where the existing Metrorail turns west, and then north to the county line, NW 27th Avenue helps unite a collection of diverse neighborhoods in the northerly Miami-Dade County area.

The 2025 transportation plan on the following page illustrates existing and proposed rapid transit corridors. The existing Metrorail (in green) and the proposed Orange Line Phase 2 North Corridor Metrorail Extension (in red) are elevated, heavy rail systems generally paralleling existing streets or highways. Tri-Rail, South Florida's commuter rail line, travels southwest from Broward County, crossing the North Corridor in Opa-locka. There is a Tri-Rail station in Opa-locka  $\frac{3}{4}$  mile southwest of the proposed Veterans Way Station. Tri-Rail and Amtrak services in the corridor will both terminate at the future Miami Intermodal Center (MIC) currently under construction at the Miami International Airport (MIA). The proposed MIC/Earlington Heights Connector (in olive-green) will be a future Metrorail connection linking the existing Metrorail and the North Corridor to MIA.

The NW 82nd Street and NW 119th Street stations are located in unincorporated Miami-Dade County, Veterans Way station is in the City of Opa-locka, and the remaining stations are in the City of Miami Gardens. The North Corridor is planned to provide elevated, fixed guideway rapid transit in an area with a high percentage of low income, transit-dependent households. With peak period Metrorail service frequencies of 4 to 5 minutes, the proposed project will provide a convenient and efficient travel alternative in the corridor. This new line will be linked with the existing Metrorail system with direct connections to Tri-Rail.



## Miami-Dade 2025 Transportation Plan Rapid Transit Corridors



## NORTH CORRIDOR STATIONS: A STRING OF PEARLS

A unifying theme that guided all of the North Corridor charrettes is that the stations act like a string of pearls. Each station is a unique place with its own defining character and mix of people and activities. However, the stations build on one another and create a sum greater than each individual place.

The NW 199th Street station is a regional destination, NW 183rd Street will serve as the town center for the new City of Miami Gardens, Veterans Way builds on the history and unique character of Opa-locka, and the NW 119th Street station includes Miami Dade College as a major higher education anchor. Each of these stations serves a different purpose and community. Taken together, they provide Metrorail riders with everything that they might need.

## Transportation Plan

Within the North Corridor special attention is given to the areas within 1/2 mile of the proposed Metrorail station locations. The proposed stations within the North Corridor include the following locations on NW 27th Avenue:



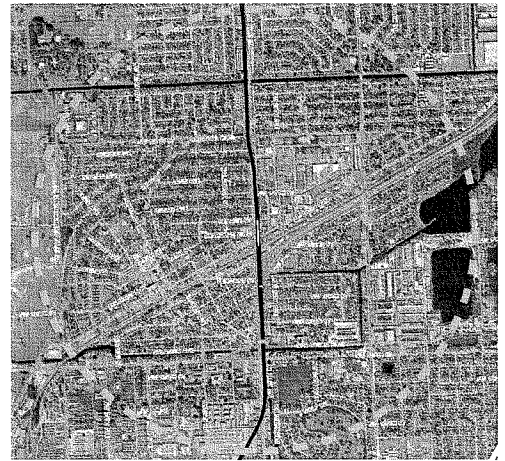
## THE NORTH CORRIDOR COMMUNITY

### The Built Environment

Much of the North Corridor's development has historically been auto-oriented. Although the corridor is lined with strip commercial uses, many existing neighborhoods surrounding the future stations feature a traditional urban grid. There are also larger, single-use parcels that could be developed or redeveloped into more mixed-use and pedestrian-friendly centers.

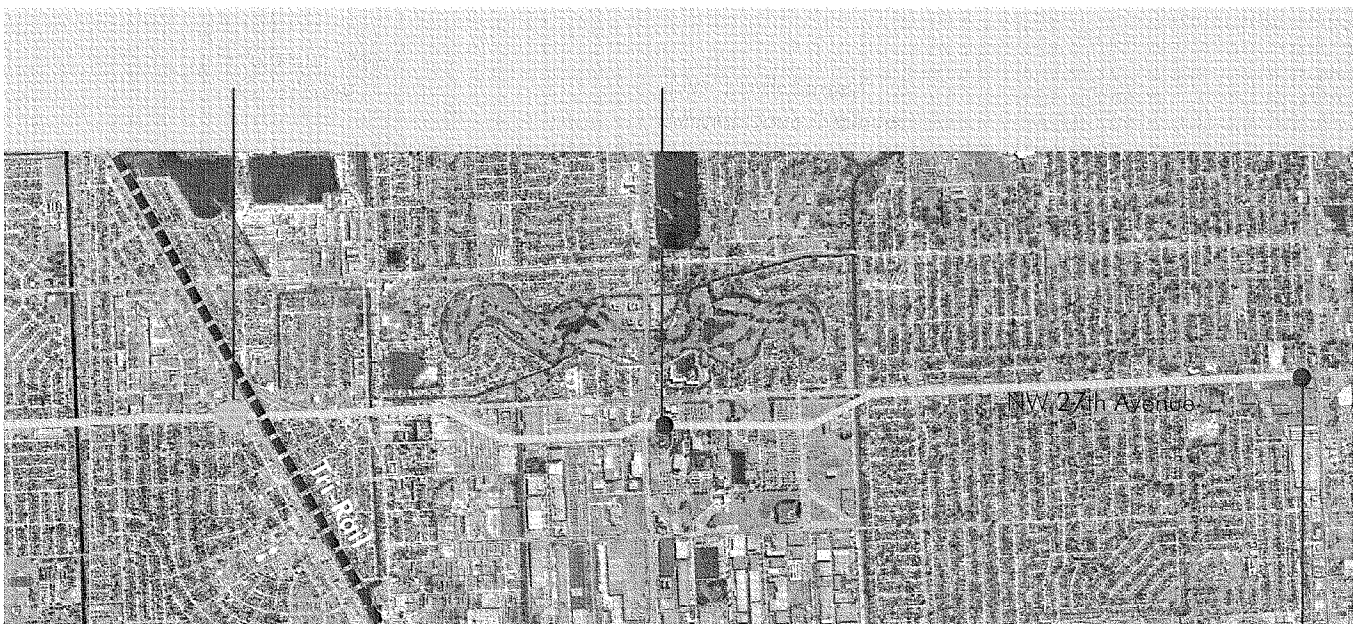
The overall density of existing development in the corridor tends to be well above the regional average. The total land area within ½ mile of the seven proposed stations is approximately 5.3 square miles. Population densities within these same areas range between 3,000 and 10,500 persons per square mile with an average of approximately 7,000, compared to an average density for Miami-Dade County of 1,200 persons per square mile. The average housing unit density is 2,087 units per square mile, yielding 11,125 housing units and a population of 37,234 within the seven station areas.

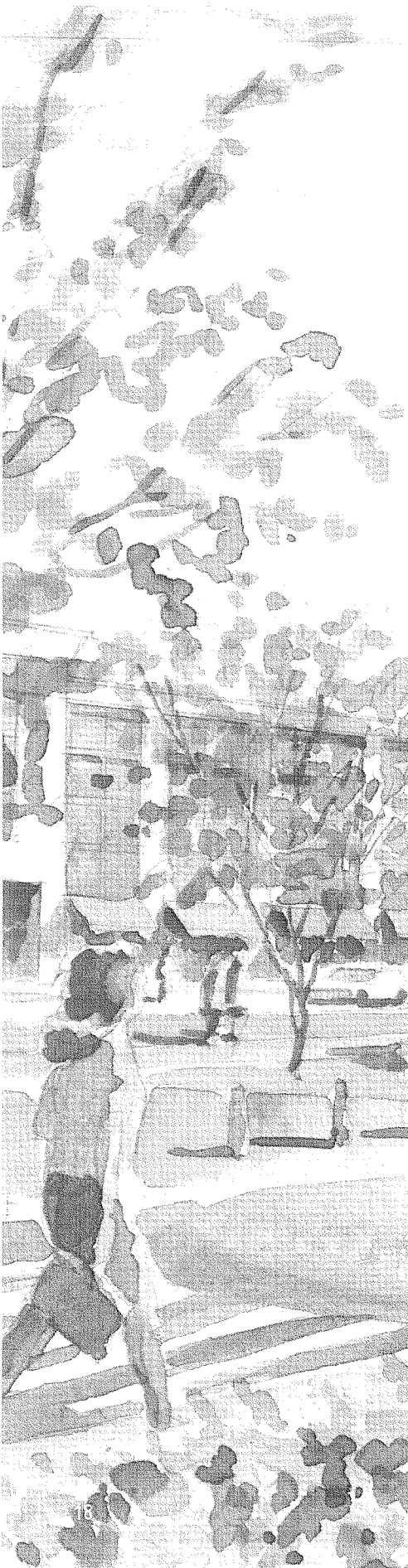
The average employment density within ½ mile of the seven proposed stations in the North Corridor is over 2,000 jobs per square mile, and there are approximately 17,600 jobs in these station areas. A total number of 206,992 jobs is accessible with a single, no-transfer ride through the North Corridor and existing Metrorail System.



▲ Station Study Area

▼ North Corridor





## Major Attractions and Institutions

High trip generators include several regional destinations—all located within the corridor near the planned stations.

- NW 119th Street Station. Miami Dade College's 245-acre North campus, serving a student population of 49,000
- NW 163rd Street Station. St. Thomas University and Florida Memorial College (2 miles west of the station), each with a student population of over 2,100
- NW 199th Street Station. Dolphin Stadium, hosts a variety of professional, college, and top-level high school football games, Florida Marlins baseball, other sports events, plus an annual concert and special events schedule. The average 2003 attendance was 73,473, and events such as the Super Bowl easily fill the stadium to its capacity of over 75,000
- NW 215th Street Station. Calder Race Course, a thoroughbred horse racing venue, with a total capacity of 15,000. Its 208 event days per calendar year attract an average weekday attendance of 2,500 people. However, its average weekend attendance doubles to 5,000

## The People

The corridor has a high concentration of transit-dependant populations, which will benefit from the North Corridor extension. The 2000 US Census reports a population of 49,280 in the North Corridor of which over 75% are within ½ mile of the seven proposed stations.

Key demographic characteristics of the corridor include:

- 32% of the total corridor population is under 18 years old and 3.6% is over 75
- 26% of the households have an income below the poverty level
- 20% of the households have no personal vehicle available
- 8.5% of workers living in the corridor already commute by public transportation

Two station locations, NW 82nd Street and Veterans Way, have a population density of over 8,000 persons per square mile. The NW 163rd Street station has a population density of over 10,000 persons per square mile.



## THE PLANNING CONTEXT

The southern segment of the North Corridor is unincorporated land within the county, and the northern portion is within the cities of Opa-locka and Miami Gardens. Because of the regional importance of the Urban Center designations in the *Miami-Dade County Comprehensive Development Master Plan* (CDMP), the intent of these designations should be followed by the cities.

### Relationship to the County and Local Plans

The *Miami-Dade* CDMP encourages TOD in the North Corridor by designating the seven proposed station areas as urban centers to become hubs for future urban intensification in Miami-Dade County. The Veterans Way station area like most of the stations in the corridor is designated as a Community Urban Center (CUC). The NW 199th Street station is designated as a Metropolitan Urban Center (MUC). The maximum size for Metropolitan and Community Urban Centers is ½-mile radius, which is approximately 500 acres. The role of CUC areas is to satisfy many of the commercial service and housing needs for neighborhood residents.

The Urban Center designations call for moderate- to high-intensity mixed-use areas. They are intended to be physically cohesive, have high-quality urban design, be directly accessible to transit, reduce auto-dependency, create more efficient land use, and create identifiable town centers throughout the county. They should include a core area containing business, employment, civic, and moderate to high-density residential uses. To facilitate their development, the county adopted "Standard Urban Center District Regulations", which provide a common template for future urban center districts, including all of the proposed stations along the North Corridor extension. The City of Opa-locka is now going through the process of updating its comprehensive plan, which will allow making changing to zoning to be consistent with the CDMP.

### Project Purpose and Objectives

Implementation of the CDMP and local plans in the North Corridor is intended to occur through intergovernmental cooperation between Miami-Dade Transit, Miami-Dade County, the Cities of Opa-locka and Miami Gardens, and Florida Department of Transportation (FDOT). The CDMP objectives and policies strongly support growth management in the North Corridor by promoting:

- Development along major existing or designated transit corridors and station locations to create high-intensity well-designed urban centers
- Pedestrianism and transit use while prohibiting strictly auto oriented uses
- Mixed-use development by designating each station area as a Metropolitan Urban Center or Community Urban Center

Specific policies are within the CDMP addressing station area development. The most relevant include:

- Policy 7F – Require all new development within ¼ mile of a transit station be developed at the level of 75 employees and 15 dwelling units per acre and 50 employees and 10 dwelling units per acre within ½ mile
- Policy 1C - The County shall give priority to infill development on vacant sites in current urbanized areas
- Policy 1E – Requires the County, in conducting planning, regulatory, capital improvements and intergovernmental coordination activities, to facilitate the planning of residential areas as neighborhoods that include various support services and promote safe, convenient transportation
- Policy 8G - The County has sufficient underdeveloped land available for infill development to accommodate the projected growth if the transit corridors are developed to the required densities, eliminating the need to expand the urban boundaries to the west





## SHAPING COMMUNITIES WITH TRANSIT

The CDMP stresses the importance of integrating transit and land use to assure successful and well-utilized transit facilities as well as stimulating land development and economic growth. A key ingredient to the success of transit services and land development is to design both in ways, which are mutually beneficial. Transit-oriented development (TOD) refers to an approach to land use and development that supports transit use. This use of TOD techniques in Urban Centers is emphatically supported in the CDMP. At the same time, it is equally important for transit facilities to be well integrated with the surrounding land uses they are intended to serve. This is referred to as development-oriented transit (DOT). The following sections describe the fundamental components and principles of TOD and DOT.



## WHAT IS TRANSIT-ORIENTED DEVELOPMENT (TOD)?

TOD is a strategy available to help manage growth and improve the quality of life in the North Corridor. TOD provides communities with an alternative to low-density suburban sprawl and automobile-dependent land use patterns.

In one recent Caltrans study, TOD was defined as follows:

*"Transit Oriented Development (TOD) is moderate to higher density development, located within an easy walk of a major transit stop, generally with a mix of residential, employment and shopping opportunities designed for pedestrians without excluding the auto. TOD can be new construction or redevelopment of one or more buildings whose design and orientation facilitate transit use."*  
*California Department of Transportation TOD Study Technical Advisory Committee, January 2002.*

TOD seeks to align transit investments with a community's vision for how it wants to grow, creating "livable" mixed-use, denser, walkable "transit villages." A successful TOD will reinforce both the community and the transit system.

In general, people living and working in TODs walk more, use transit more, and own fewer cars. TOD households are twice as likely to not own a car and own roughly half as many cars as the "average" household. At an individual station, TOD can increase ridership by 20 to 40 percent and up to five percent overall at the regional level. People who live in a TOD are five times more likely to commute by transit than other residents. Locations next to transit can enjoy increases in land values over 50 percent in comparison to locations away from transit stops.

People who live in a  
 TOD are five times  
 more likely to commute  
 by transit than other  
 residents.

## TOD LAND USE AND DESIGN PRINCIPLES

Transit-oriented development may be described by four basic principles, which define the essential characteristics of all successful TODs:

- Greater density than community average
- A mix of uses
- Quality pedestrian environment
- A defined center

These four principles directly influence the land use, circulation, and design concepts of the North Corridor as well as the recommended code elements that support it.

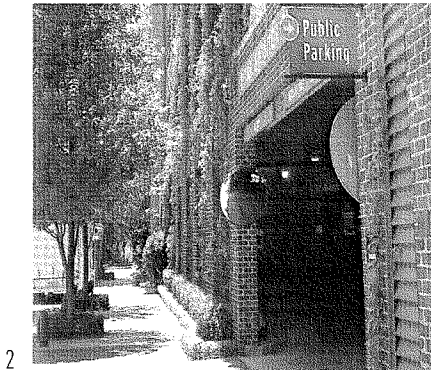
### Greater Density than the Community Average

A key ingredient for walkable communities and support for transit is having sufficient residential densities to reduce walking distances between residences and other destinations, including commercial services, schools, parks, and transit. The following elements contribute to appropriate density for transit supportive land uses:

- Densities that are higher than the community norm are located within  $\frac{1}{4}$  to  $\frac{1}{2}$  mile of transit
- Structured parking is used rather than surface lots in higher density areas
- Site design for major projects allows for the intensification of densities over time



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1. Orenco Station. Hillsboro, OR
2. Addison Circle. Dallas, TX
3. Ballston, VA



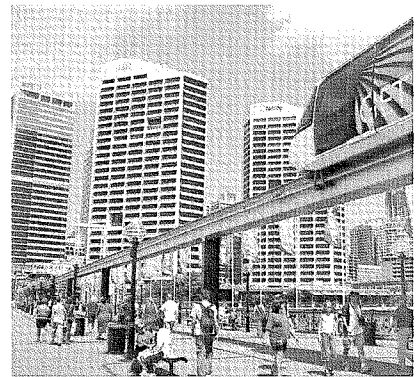


## A Mix of Uses

A transit-supportive environment includes a mixture of residential, commercial, service, employment, and public uses making many trips between destinations shorter and more walkable. In addition:

- First floor uses are “active” and oriented to serve pedestrians
- Multiple compatible uses are permitted within buildings near transit
- A mix of uses generating pedestrian traffic is concentrated within walking distance ( $\frac{1}{4}$  to  $\frac{1}{2}$  mile) of transit
- Auto-oriented uses, such as service stations and drive-through facilities, are limited or prohibited near transit

1. Hollywood and Vine. Los Angeles, CA
2. Darling Harbour. Sydney, Australia
3. Santana Row. San Jose, CA
4. Biscayne Blvd. Miami, FL



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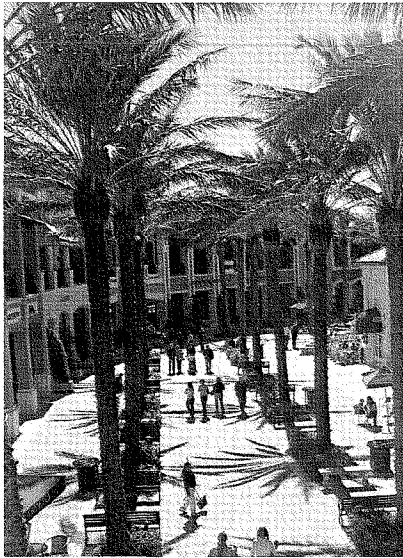


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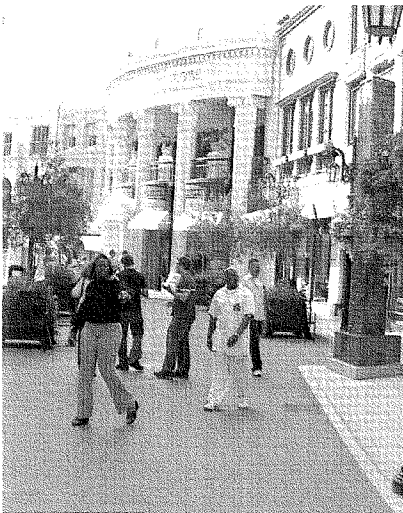
NORTH CORRIDOR STATION AREA PLANNING

McLarand Vasquez Emisek

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## Quality Pedestrian Environment

Vibrant communities, with or without transit, are always convenient and comfortable places for pedestrians. There are a number of components that contribute to a quality pedestrian environment:

- Buildings and primary entrances are sited and oriented to be easily accessible from the street
- Buildings incorporate architectural features that convey a sense of place and relate to the street and the pedestrian environment
- Amenities, such as storefront windows, awnings, architectural features, lighting, and landscaping, are provided to help create a comfortable pedestrian environment along and between buildings
- The site layout and building design allow direct pedestrian movements between transit, mixed land uses, and surrounding areas
- Most of the parking is located to the side or to the rear of the buildings
- Sidewalks are present along site frontages, which connect to sidewalks and streets on adjacent and nearby properties
- Street patterns are based on an interconnected grid system that simplifies access for all modes
- Pedestrian routes are buffered from fast-moving traffic and expanses of parking
- Trees sheltering streets and sidewalks are provided along with pedestrian-scale lighting
- Buildings and parks are used to provide a focal point or anchor for key areas or intersections
- Secure and convenient bicycle parking is available

1. City Place. West Palm, FL
2. The Grove. Los Angeles, CA
3. Orenco Station. Hillsboro, OR



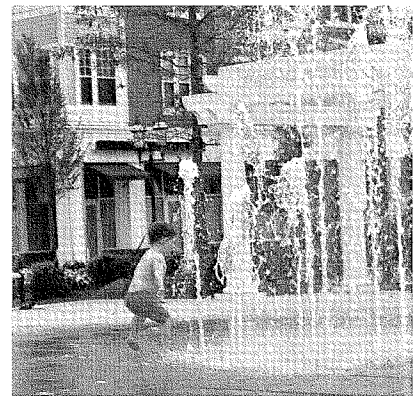
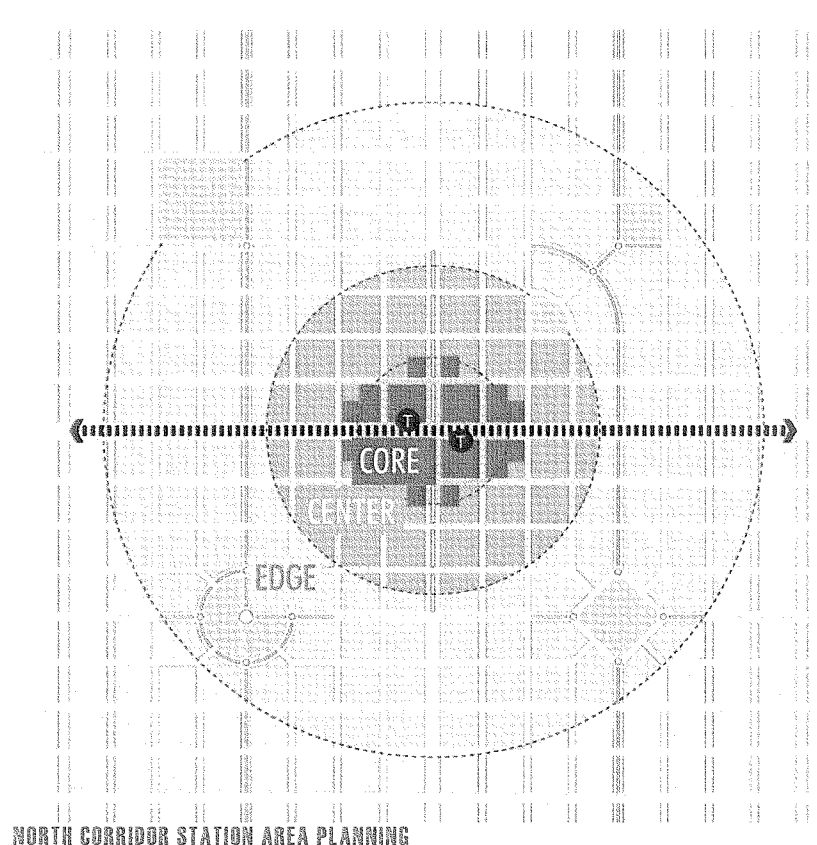


## A Defined Center

Transit is particularly successful in communities and neighborhoods that have defined centers, offering multiple attractions and reasons for pedestrians to frequent the area. These areas project a sense of place by including at least several of the following attributes:

- The density and buildings are highest in the core near the transit station, moderating somewhat in the center that is within  $\frac{1}{4}$  mile of the transit station, and ultimately transitioning in the edge to match the character of surrounding development approximately  $\frac{1}{2}$  mile from the station
- Buildings are located closer to the street and are typically taller than the surrounding area
- Buildings are primarily oriented to the street with windows and main entrances
- Parking is less predominant, being located to the rear and in parking structures. Parking requirements are reduced in close proximity to transit, compared to the norm
- Sidewalks are wider than in lower density areas, and offer pedestrian amenities, such as street trees, benches, kiosks, and plazas

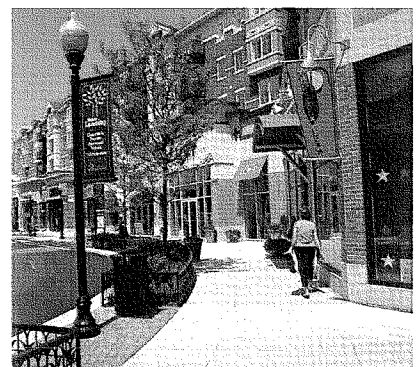
1. Core Center Edge Diagram - Illustrates development patterns in a TOD
2. Birkdale Village, Charlotte, NC
3. Metro Center, Bethesda, MD
4. Clarendon, Arlington, VA



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# BENEFITS OF TOD

By implementing TOD and coordinating investment in transportation and land use projects, communities can make significant progress toward improving their quality of life. The extent to which this progress is made depends largely on the type and quality of transit service available as well as the primary characteristics of the TOD. Ten major benefits from TOD are:

- 1. Providing mobility choices.** By creating "activity nodes" linked by transit, TOD provides much needed mobility, including options for young people, the elderly and people who do not own cars or prefer not to drive.
- 2. Increasing public safety.** By creating active places, which are busy through the day and evening and providing "eyes on the street", TOD helps increase safety for pedestrians, transit users, and many others.
- 3. Increasing transit ridership.** TOD improves the efficiency and effectiveness of transit service investments by increasing the use of transit near stations by 20 to 40 percent, and up to five percent overall at the regional level.
- 4. Reducing rates of vehicle miles traveled (VMT).** Vehicle travel has been increasing faster than population growth. TOD can lower annual household rates of driving by 20 to 40 percent for those living, working, and/or shopping within transit station areas. Recent research shows that automobile ownership in TOD is approximately one-half the national average.
- 5. Increasing disposable household income.** Housing and transportation are the first and second largest household expenses, respectively. TOD can effectively increase disposable income by reducing the need for more than one car and reducing driving costs, saving households \$3,000-4,000 per year.
- 6. Reducing air pollution and energy consumption rates.** By providing safe and easy pedestrian access to transit, TOD can lower rates of air pollution and energy consumption. TOD can also reduce rates of greenhouse gas emissions by 2.5 to 3.7 tons per year per household.
- 7. Helping protect existing single-family neighborhoods.** TOD directs higher density development to appropriate areas near transit, thereby reducing pressure to build higher density development adjacent to existing single-family neighborhoods.
- 8. Playing a role in economic development.** TOD is increasingly used as a tool to help revitalize aging downtowns and declining urban neighborhoods and to enhance tax revenues for local jurisdictions.
- 9. Contributing to more affordable housing.** TOD can add to the supply of affordable housing by providing lower-cost and accessible housing, and by reducing household transportation expenditures. It was recently estimated that housing costs for land and structures can be significantly reduced through more compact growth patterns.
- 10. Decreasing local infrastructure costs.** Depending on local circumstances, TOD can help reduce infrastructure costs (such as for water, sewage, and roads) to local governments and property owners by up to 25 percent through more compact and infill development.

## WHAT IS DEVELOPMENT-ORIENTED TRANSIT (DOT)?

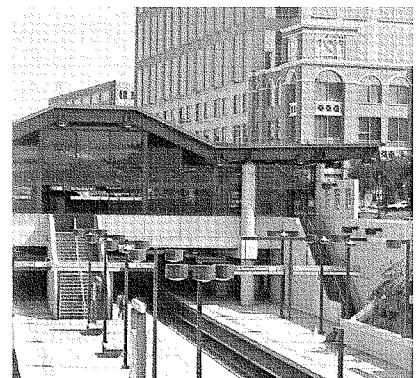
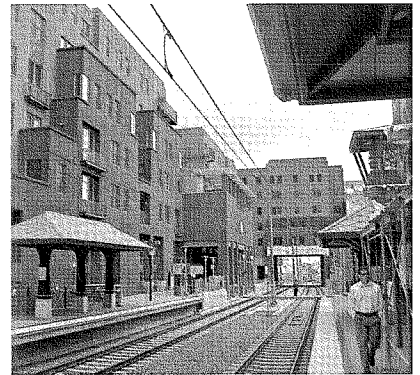
A Development-Oriented Transit (DOT) design perspective is a logical accompaniment to TOD. If transit systems and adjacent communities are to coexist, it is to their mutual benefit to do so as harmoniously as possible. Properly planned and designed transit facilities can be instrumental in positively shaping a community's future. They can set the stage by being a catalyst for implementing the community's vision and creating economic value. DOT strives to make a transit system an integral element of the community, complementary to local objectives.

In addition to providing community benefits, a DOT design perspective enhances conventional transit system operation and passenger requirements. It assumes that it is possible to meet user requirements and maintain cost-effective service while seeking synergies with station areas that exhibit TOD potential, encouraging environmentally friendly practices, and creating lively community spaces to visit and not just travel through.

Stations in a DOT system are designed to respond to an area's social, economic, and cultural makeup in ways that identify them as community elements, not just functional structures. Unfortunately, these are typically not recognized as important considerations during early phases of transit projects, and sometimes are overlooked or not fully understood, especially as they relate to pedestrians. It cannot be stated enough: the key to growing ridership and creating economic value is accommodating the pedestrian! Like the transit-oriented development surrounding them, transit facilities in the North Corridor must give pedestrians priority in design decisions.

On the following pages, seven key DOT design principles are described in more detail and seven specific corridor-wide DOT recommendations are made that, if followed, will assure that the proposed North Corridor transit system will seamlessly orient itself towards existing and future development.

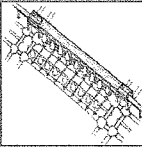
1. Del Mar. Pasadena, CA
2. Lindberg Station. Atlanta, GA
3. American Plaza. San Diego, CA
4. The Round. Beaverton, OR





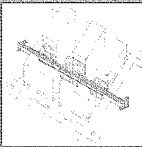
# DOT DESIGN PRINCIPLES

At the simplest level, DOT involves approaching transit facility design in the North Corridor to help shape the future of the communities within it in a manner consistent with their respective visions. The following seven interrelated principles are intended to help guide the design and implementation of the North Corridor Metrorail extension in a manner to help maximize its effectiveness as an investment in people moving and community building. The key design principles are:



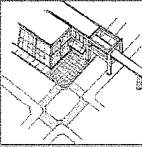
Street Presence

**Create a Pedestrian Environment.** Provide lively, safe, and convenient sidewalks and pedestrian paths connecting Metrorail stations to homes, jobs, schools, parks, and shopping, with buildings facing toward those connections.



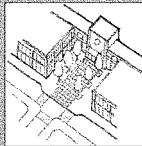
Joint Development

**Create Partnerships.** Secure public-private partnerships that will maintain the success of the North Corridor and the communities it serves to capture and enhance the public investment made in transit improvements.



Plaza-Corner

**Complement Community Objectives.** Help realize the vision and economic vitality of each community with quality development providing a mix of uses close to transit.



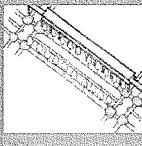
Plaza-Fed Block

**Stations as the Heart of the Community.** Design transit stations to serve as the hub of a community and provide a local identity. Metrorail stations will create a new front door to the community; serve as a local landmark or a place to linger in an active and appropriately scaled public plaza.



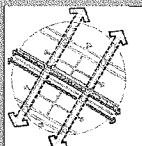
Parking-Side/In

**Balance Parking.** Parking must not separate transit from the community. Move, share, wrap, and deck parking to balance economic viability, pedestrian amenities and necessary parking.



Calmed Intersections

**Tame Traffic.** Major streets separate and divide the North Corridor. The coming of Metrorail provides an opportunity to reconnect communities by calming traffic and designing parking lots and associated street improvements so that traffic operates at speeds compatible with a healthy, safe community.



Connect Neighboring

**Connect Neighborhoods with Transit.** Link neighborhoods together along the North Corridor with transit, and link transit stations to the community through a well-connected street, bus, bicycle, and pedestrian network.





## Corridor-wide DOT Recommendations

Miami-Dade Transit has ambitious plans for facilitating DOT in the North Corridor. A Development-Oriented Transit Workshop was held in November 2005 to bring county agencies, FDOT, corridor municipalities, and major stakeholders to the table with the Metrorail architects and engineers to maximize the design to the Metrorail as a community-building tool. The key corridor-wide recommendations were to:

- Improve pedestrian connections to the stations and orient entries to the pedestrian
- Move parking away from the stations to increase adjacent TOD opportunities
- Work with FDOT to create safe pedestrian crossings, wider sidewalks, and calm traffic on NW 27th Avenue and major cross streets within the station areas
- Move bus interface to streets where possible to minimize conflicts with pedestrians
- Locate and size station plazas for maximum pedestrian benefit and activate the edges
- Identify joint development opportunities adjacent to each station
- Provide access and parking for bicycles

Ongoing coordination with MDT and the system designers and engineers has moved the DOT recommendations forward. It will be important to continue refining the recommendations as they enter final design.

## Metro Station ▼ Concept in Dubai



NORTH CORRIDOR STATION AREA PLANNING

# GREAT STREETS DESIGN PRINCIPLES

The following are intended to provide guidance in efforts to improve the area's streets by:

- Promoting their role as places of shared use;
- Making them safe, comfortable and interesting – especially for pedestrians;
- Encouraging walking, biking, and transit use; and
- Accommodating vehicles in ways that respect other users and the form of public space.

**1. Work with Basic Street Structure.** Simply stated, streets are defined by three main component zones: 1) the roadway itself, 2) the sidewalk area, and 3) the adjacent buildings and/or development. It helps to understand these areas and how they work together when considering street improvements.

**2. Consider Context.** Streets are part of the overall community fabric and, at their best, are places of shared use. They physically create and define a network of public open spaces – sometimes referred to as the 'public realm'. How does the idea of a lively, aesthetically pleasing 'public realm' apply to streets? It helps to begin with an understanding of a given street's context and the adjacent land use character.

**3. Streets are for People.** The best streets are pleasant for pedestrians. They contain destinations for those walking and prioritize their needs such that vehicles are slowed to allow safer and more comfortable pedestrian crossings. They provide:

- Architectural continuity
- Ground floor transparency
- Complementary elements
- Diversity
- Detailed design and quality construction
- Good maintenance

**4. Manage Access and Parking.** The best streets make sure that good access is provided to adjoining land uses, and that parking does not overwhelm the character of the street.

**5. Aesthetics and Definition.** Lighting, signage, and planting design can beautify and stage a dynamic street. As a design element, lighting fixtures and signage can provide safety, express themes, and provide direction for travelers. Plants provide outstanding opportunities for spatial definition and the positive expression of landscape character.

"There is magic to great streets. We are attracted to the best of them not because we have to go there but because we want to be there. The best are as joyful as they are utilitarian. They are entertaining and they are open to all. They permit anonymity at the same time as individual recognition. They are places for escape and romance, places to act and to dream. On a great street we are allowed to dream, to remember things that may never have happened and to look forward to things that, maybe, never will."

- Allan Jacobs, *Great Streets*, Massachusetts Institute of Technology Press, 1993.

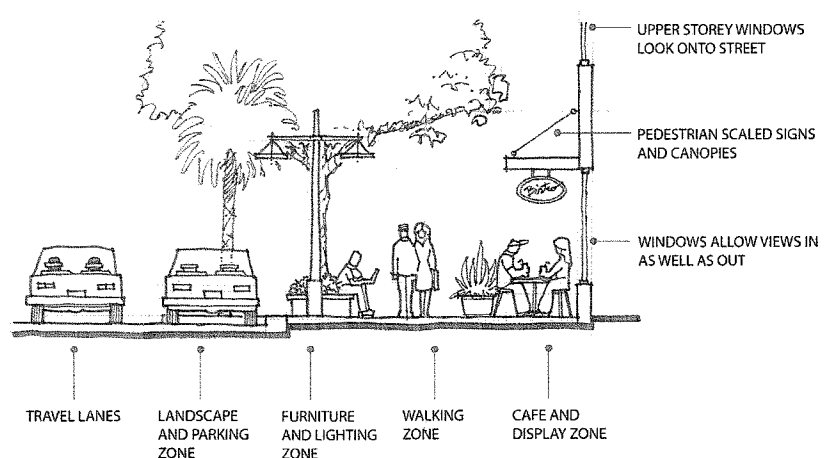
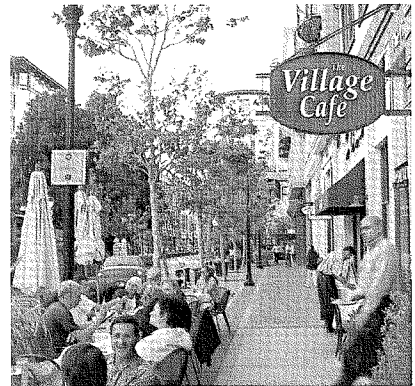


## GREAT STREETS

Great places are defined in part by great streets. Jane Jacobs said it well: "Streets and their sidewalks, the main public places of a city, are its most vital organs." In a TOD, streets need to be great places for walking, for commerce, for casual interaction, and for moving traffic. The interplay between human activity and the physical form framed by streets and buildings has an enormous amount to do with making a great street. As we think about designing streets and the public realm in a TOD we need to keep in mind the importance of some simple ideas. According to Allan Jacobs in *Great Streets*, the criteria for great streets includes:

- A great street should help make community and is a symbol of its history.
- A great street is physically comfortable and safe.
- The best streets encourage participation, entertain, and are open to all.
- The best streets are those that are attractive and can be remembered.
- The truly great street is one that is representative: it is the epitome of a type; it can stand for others; it is the best. To have achieved this status, it will have been put together well, artfully.

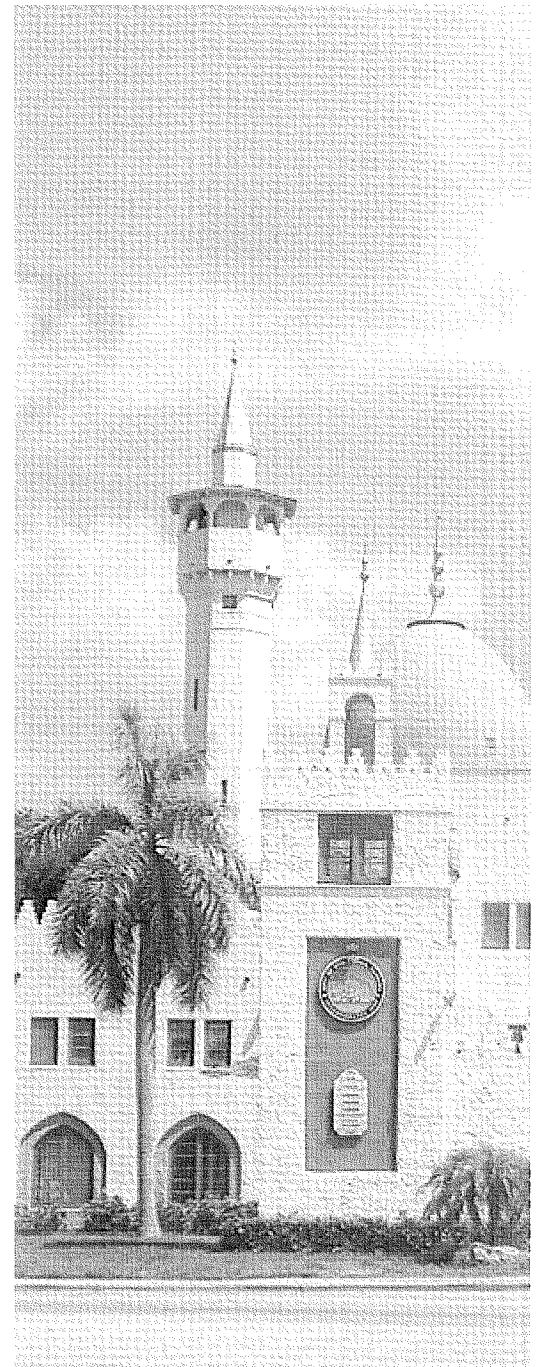
Great streets rarely happen by accident. Great streets require vision and knowledge to make them happen. When implemented properly and in the appropriate context, road diets can enhance livability of a street and contribute to the traits that can make a street great. A road diet entails removing travel lanes from a roadway and utilizing the space for other uses and travel modes. These improvements have generated benefits to users of all modes of transportation, including transit riders, bicyclists, pedestrians, and motorists.



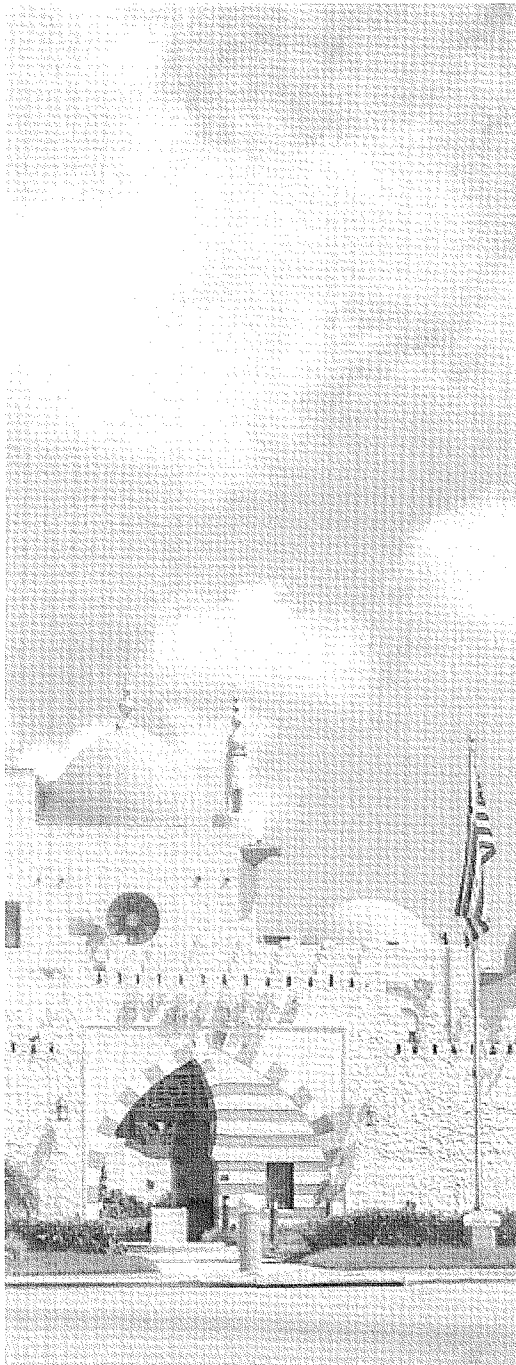
1. Las Olas. Fort Lauderdale, FL
2. Santana Row. San Jose, CA
3. Champs-Elysees. Paris, France
4. Great Streets Diagram

# CHAPTER 2

## VETERANS WAY STATION AREA PLAN







## STATION AREA DESCRIPTION

The proposed Veterans Way station is located in the middle of the North Corridor in a mixed-use area immediately east of downtown Opa-locka. The City was developed in the 1920's as an Arabian Nights-style fantasy city and contains the largest collection of Moorish-style architecture in the Western Hemisphere. The elevated station is located on the northeast corner of the Veterans Way and NW 27th Avenue intersection, immediately adjacent to a declining industrial area. The vacant and underutilized properties within the industrial area present opportunities for redevelopment into transit-friendly uses.

## THE BUILT ENVIRONMENT

The immediate environment of the proposed Veterans Way station is characterized by lower intensity older strip commercial and industrial uses oriented to NW 27th Avenue and Veterans Way. A traditional urban neighborhood of small single-family homes interspersed with multi-family residential buildings lies to the north of downtown Opa-locka and west of the proposed station. Twenty of Opa-locka's buildings are listed on the National Register of Historic Places. The traditional neighborhood with a historic town center was built on a pedestrian-friendly grid of streets with blocks consistently 250 feet wide. Sidewalks throughout the neighborhood offer easy access to the town center which features wide sidewalks with crosswalks, curb cuts and pedestrian signals. North of the proposed station is a densely developed industrial zone.

The area immediately east of the station is dominated by industrial uses with some vacant and underutilized properties. An operating freight and commuter rail corridor parallels Veterans Way with CSX, Tri-Rail, and Amtrak service. As a consequence, land along the edges of Veterans Way tends to be obsolete or vacant industrial properties, which grew up around the freight corridor.

The station area has experienced some recent development activity. Family Dollar Store completed construction of new store across from the proposed station on the west side of NW 27th Avenue. On Opa-locka Boulevard, Town Center One, a new six story office building with ground floor retail space, was recently completed.

## SIGNIFICANT LAND USES

### Civic and Institutional

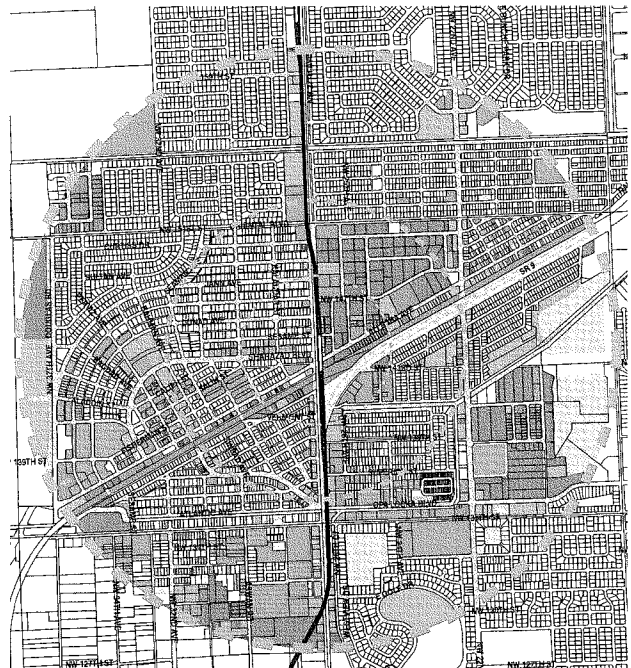
1. Opa-locka Regional Service Center
2. Opa-locka Elementary School
3. Bunche Park Fire Station
4. Opa-locka Police Station
5. Jackson North Maternity Center
6. Nathan Young Elementary School
7. North Dade Community Charter School
8. Water Treatment Plant (Vacant)
9. City Hall and Park

### Parks and Open Space

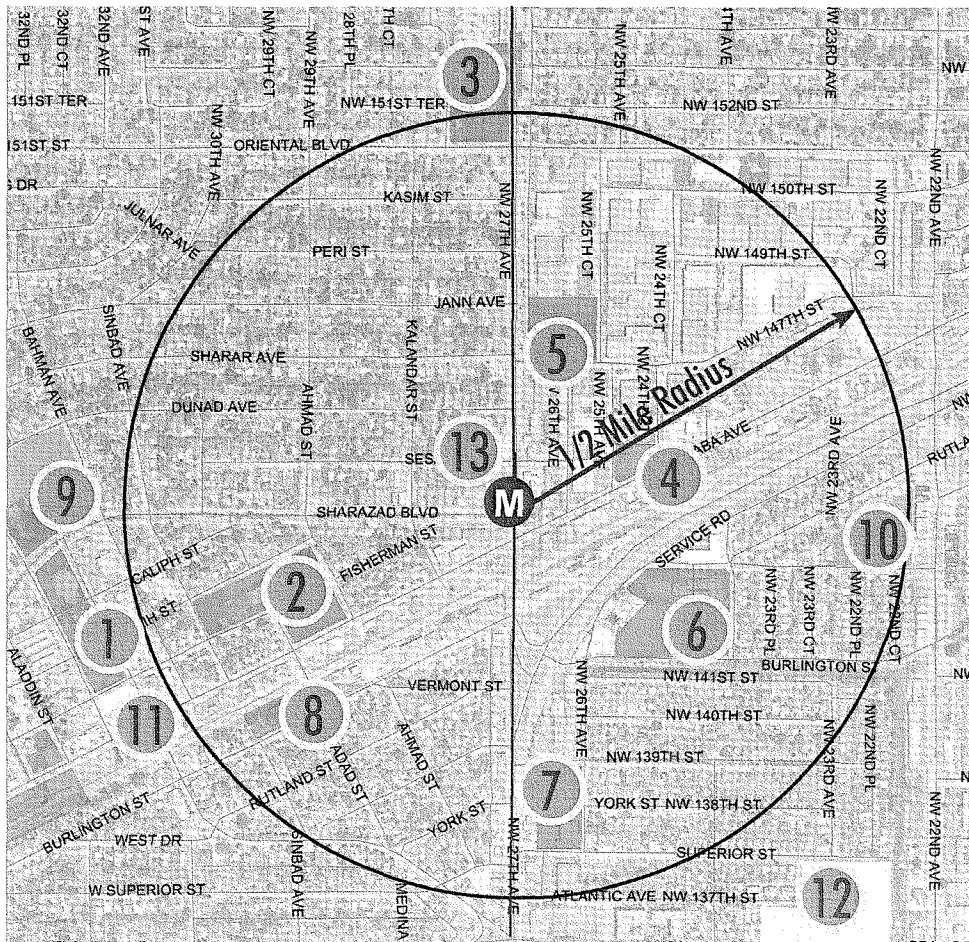
10. Segal Park

### New and Recent Development

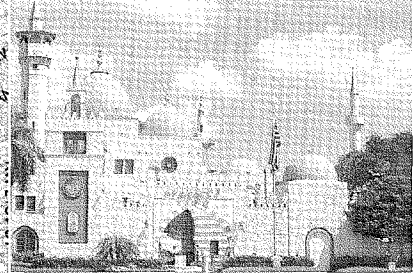
11. Town Center One and Two (Office)
12. Superior Gardens III (Townhouses)
13. Family Dollar Store



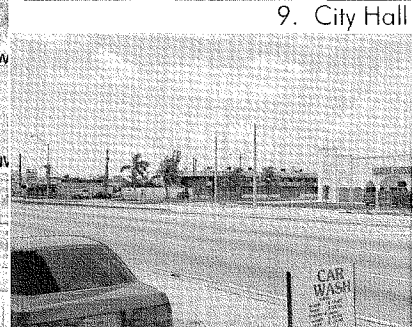
LAND USE MAP



1. Regional Service Center



9. City Hall



13. Family Dollar Store



1 MILE STATION RADIUS



1/2 MILE STATION RADIUS



1/4 MILE STATION RADIUS

#### LAND USE

- Communications, Utilities, Terminals, Plants
- Expressway Right of Way Open Areas
- Industrial
- Inland Waters
- Institutional
- Low-Density Multi-Family
- Office
- Parks (Including Preserves and Conservation)
- Shopping Centers, Commercial, Stadiums, Tracks
- Single Family
- Streets/Roads, Expressways, Ramps
- Streets/Roads/Canals RW
- Townhouse
- Two-Family (Duplexes)
- Vacant Protected
- Vacant Unprotected
- Vacant, Government Owned

## Getting Around

The Veterans Way station area enjoys a high degree of accessibility. NW 27th Avenue, SR-9, Veterans Way, and Sharazad Boulevard provide the primary road access between the station area and the surrounding area. The CSX freight corridor paralleling Veterans Way and NW 27th Avenue act as major dividers in the community, breaking the station area into separated quadrants. NW 27th Avenue is difficult to cross, with few signalized intersections. Sharazad Boulevard is a landscaped boulevard and provides an safe pedestrian environment linking Tri Rail, City Hall, and the future Veterans Way Metrorail station.

## PLAN AND LAND USE DESIGNATIONS



Public  
Vision

Public  
Input

Public  
Review

Public  
Confirmation



Alternative  
Plans

Refined  
Plans

Final  
Plans

## A CITIZEN-DRIVEN DESIGN

Citizens are the experts about what makes sense in their community. After all, they will live with the many changes long after the city planners move on to the next project. To capture their vision, a design team held an intense five-day planning charrette to listen to the public's hopes and ideas about the future Metrorail station and surrounding area.

The ambitious vision for the Veterans Way station area is to leverage the coming of Metrorail to serve as a catalyst to create a strong new center for the City of Opa-locka while reinforcing the City's existing historic fabric. The citizens voiced strong support for attracting new, quality businesses to the original town center along Opa-locka Boulevard and the NW 27th Avenue Corridor where the Metrorail station is proposed. Citizens rejected the idea of moving the Tri-Rail station eastward closer to the proposed Metrorail station. The two rail stations should anchor their respective commercial districts rather than move all of the transit activity to NW 27th Avenue.

Citizens also voiced support for keeping the industrial area northeast of the proposed station. They want to keep good jobs in Opa-locka and create a true mixed-income community by expanding economic opportunities.

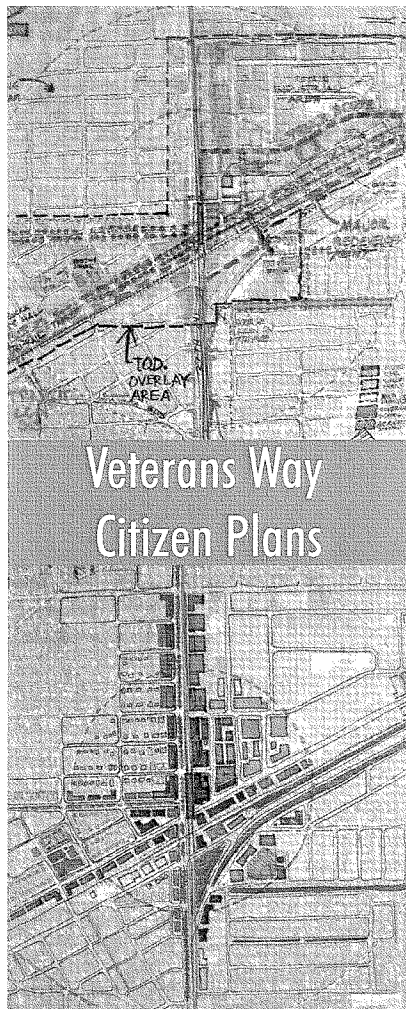
The vision needs to welcome new quality investment in Opa-locka while serving the needs of existing residents and businesses. Local residents and business owners also envision this future station community as being more pedestrian-friendly with quality design, safe and convenient walking and bicycling routes, and more parks and natural areas. Balancing the built environment with new parks and open space was another dominant theme expressed by local residents.

## THE CITIZEN PLANS

The five, all-day charrette sessions translated the community's voices into pictures and plans. Each evening, citizens reviewed the draft plan and its elements and provided feedback to the design team. The next day, designers refined their work to reflect what they had heard. Each day planning and design concepts were refined to the next level using this method. Ultimately, this citizen-driven process resulted in a consensus-based vision and plan for the future of their community that leverages the Metrorail investment to help achieve a more urban and walkable community around the station.

The charrettes for the NW 119th Street and Veterans Way stations were held in April 2006 at Miami Dade College. The purpose was to create a publicly approved plan for future development and these two key Metrorail stations. The approach of the charrette team is that the local citizens are experts in what is needed and what should and should not change in their respective communities.

The five-day process began with a community design workshop where citizens in small groups articulated their vision for future development around the NW 119th Street and Veterans Way station areas. Throughout the week, the design team translated what was heard from the public into land use plans. Each night there was a public review that allowed the design team to refine the plans based on the public feedback. By the end of the charrette, the two station area plans evolved into a plan that was approved by the citizens attending the final public meeting.



For the Veterans Way Station, the following specific issues raised were incorporated into the plan:

- Revitalize existing neighborhoods and centers
- Create new centers (the Transit Village)
- The Tri-Rail and Metrorail stations should each have a defined center at: *Opa-locka Boulevard & Veterans Way* and *NW 27th Avenue & Veterans Way*, respectively
- The existing industrial jobs base northeast of the station should be preserved
- NW 27th Avenue divides the community
- A neighborhood park should be part of the transition between the station area and "the triangle"
- The plan needs to address rebuilding hard and soft capital
- Emphasis needs to be placed on both the vision and implementation.
- Create a complete community by providing a mix of:
  - Housing types and choices
  - Jobs
  - Better quality shopping
  - Recreation
- Hold developers to higher standards for both density and quality
- The plan needs to address public safety and security

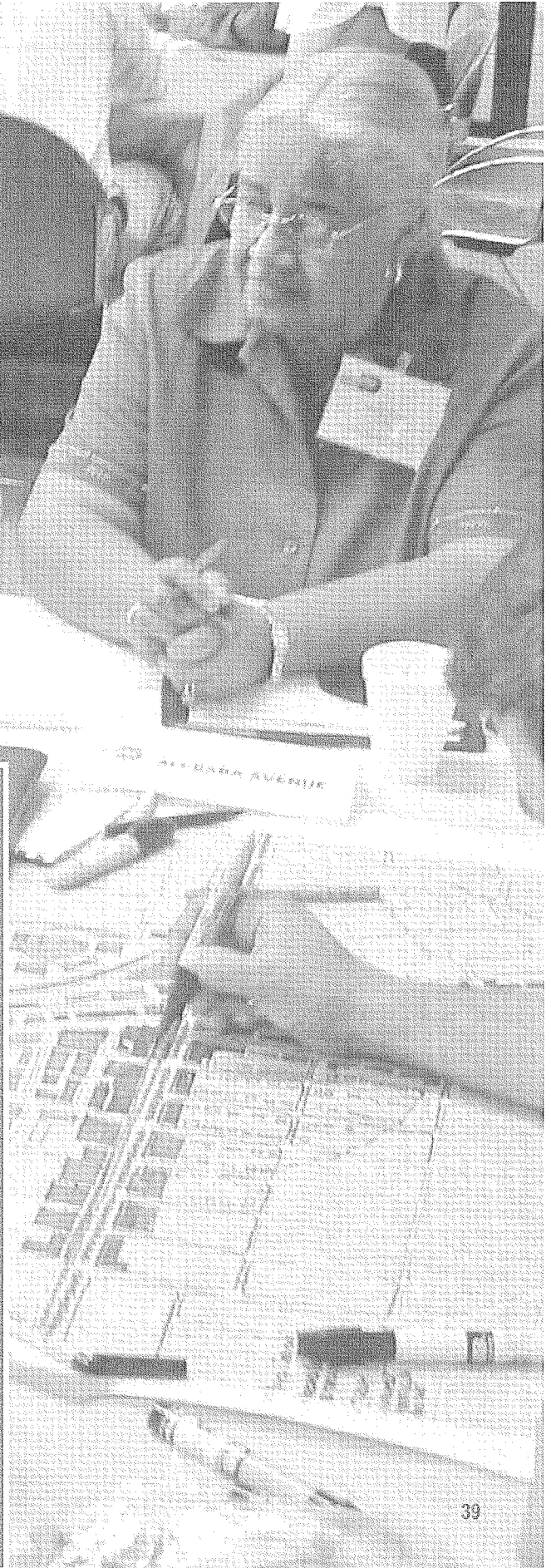


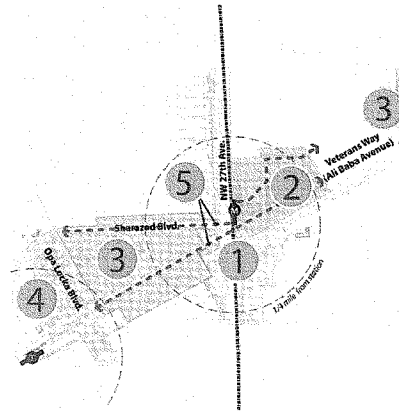
## WHAT IS A CHARRETTE?

The French word charrette means "little cart" and is often used to describe the final, intense work effort expended by art and architecture students to meet a project deadline. This use of the term is said to originate from the École des Beaux Arts in Paris during the 19th century, where proctors circulated a cart, or charrette, to collect final drawings while students frantically put finishing touches on their work.

As applied to community planning, a charrette is an intensive and collaborative design workshop where citizens, community leaders, and others come together over several days to harness the ideas, talents and energy of all participants to create and support a feasible plan that represents transformative community change.

- National Charrette Institute





## A DYNAMIC CENTER FOR OPA-LOCKA

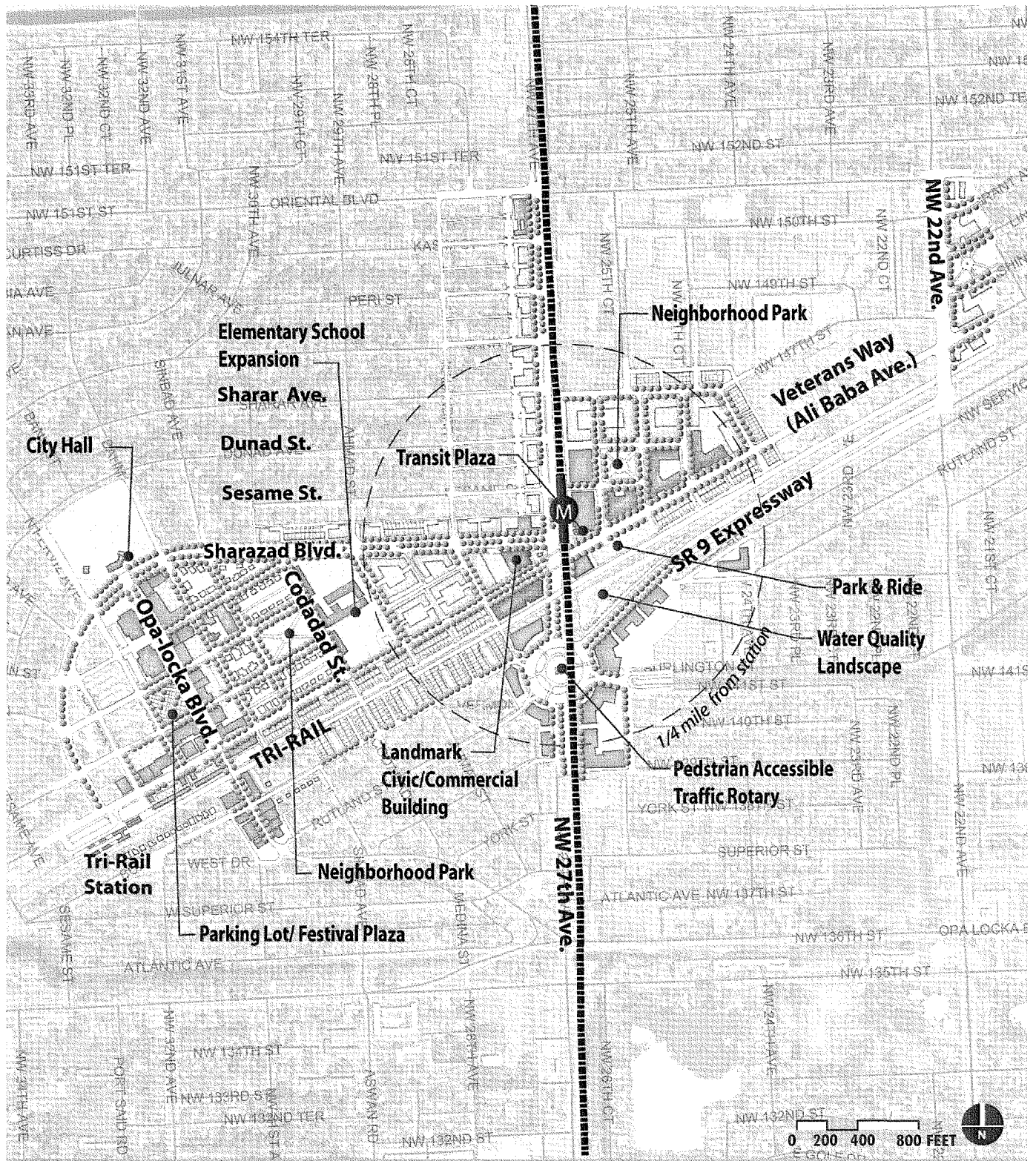
It is important to recognize that the land use concept is a look into the future, and it does not necessarily reflect current uses. As discussed in more detail under the phasing section, it is anticipated that existing uses will evolve over the next 20 years as properties develop or redevelop to be consistent with the land uses and densities shown.

Based upon the ideas and hopes expressed by the public, the design team drafted a station area plan to achieve the public's vision for the station area as well as accommodate the development objectives for downtown Opa-locka by leveraging the value of transit to help expand economic opportunities in the North Corridor.

The concept plan features several key areas, which are:

- Transforming NW 27th Avenue into a great street for north Miami-Dade County
- Developing a Transit Village as a strong new center for Opa-locka
- New housing choices and reinvestment coupled with neighborhood parks
- A revitalized main street linking Tri-Rail and Opa-locka's historic City Hall
- Pedestrian connectivity via a sequence of parks and improved streets





## LAND USE - Veterans Way (Ali Baba Avenue)



Proposed Metrorail  
Alignment and Platform

Commercial

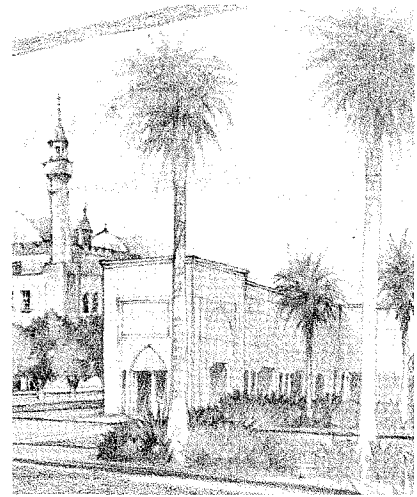
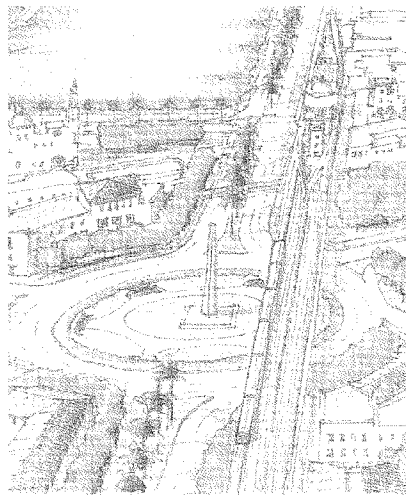
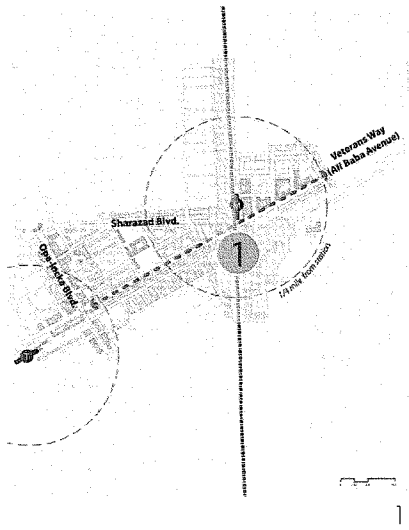
Mixed-Use



Medium Density Residential

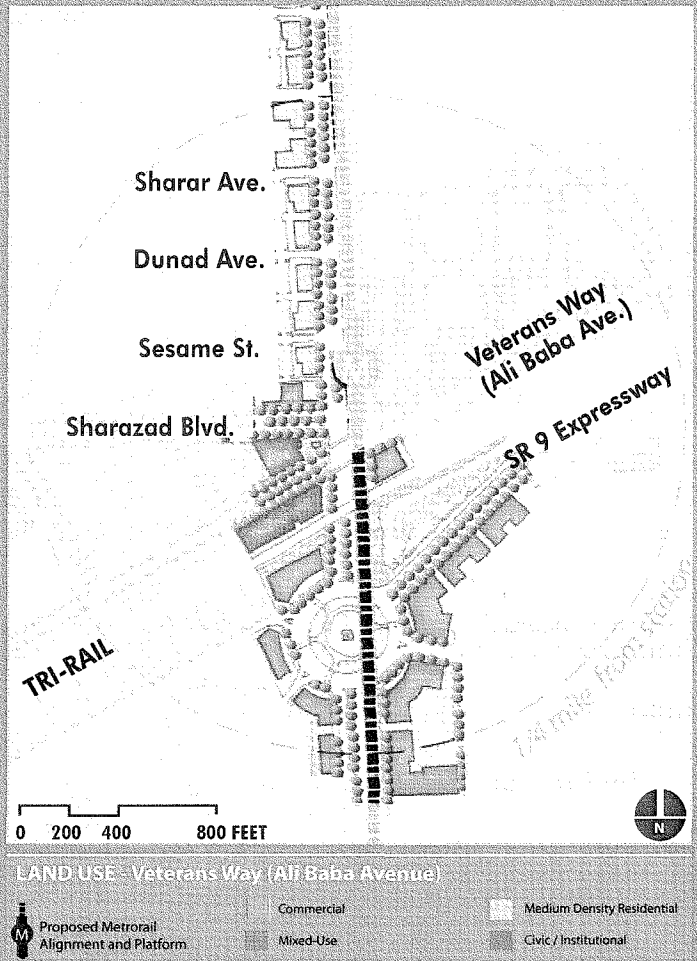


Civic / Institutional



## Transforming NW 27th Avenue

- Transformed NW 27th Avenue can be an attractive, welcoming gateway to Opa-locka
- A great place for walking, commerce, casual interaction, and for moving traffic
- Provides pedestrians and bicyclists with additional safe and convenient crossing opportunities
- Small plazas framed with active uses
- Landmark civic building with a Moorish architectural theme



1. Area 1- Transforming NW 27th Avenue
2. Gateway Rotary with Park in Center
3. Small Plazas Framed with Active Uses
4. Great Street
5. Landmark Civic Building
6. Gateway Traffic Rotary

## TRANSFORMING NW 27TH AVENUE.

NW 27th Avenue currently acts as a barrier separating the commercial uses and neighborhoods on the east and west sides. The charrette plan envisions NW 27th Avenue as a new main street for the North Corridor.

### A Great Street

A transformed NW 27th Avenue can be an attractive gateway welcoming you to Opa-locka – a great place for walking, for commerce, for casual interaction, and for moving traffic. The concept redesigns NW 27th Avenue from a 6-lane arterial to a 4-lane urban boulevard with local access streets. The preliminary design for NW 27th Avenue includes wider sidewalks, greater separation between pedestrian areas and moving traffic, street landscaping, traffic calming, and bicycle lanes. In addition to the street improvements, a new signalized intersection at Sharar Avenue is proposed on NW 27th Avenue to provide pedestrians and bicyclists with additional safe and convenient crossing opportunities between the east and west neighborhoods. This phased package of improvements could include signage, curb extensions, refuge medians, textured crosswalks, and pedestrian countdown signals.

### A Landmark Civic Building

A landmark civic building with a Moorish architectural theme, such as a new City Hall, is envisioned across NW 27th Avenue from the station between Sharazad Boulevard and Veterans Way. This highly visible building will help to anchor an active new center for Opa-locka. Small plazas framed with active uses on both sides of NW 27th Avenue at Veterans Way help denote this is an important place. Medium density residential is planned adjacent to the west side of NW 27th Avenue.

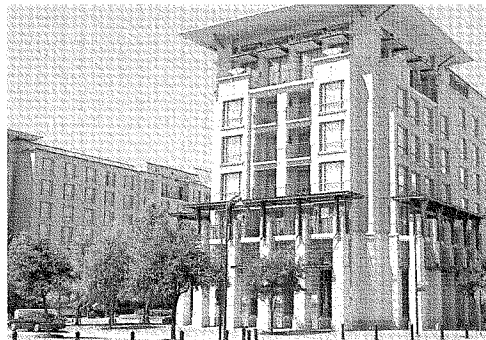
### A Traffic Rotary

The north bound “slip ramp” from NW 27th Avenue to SR-9 creates an unfriendly pedestrian environment close to the Veterans Way station and is an inefficient use of land. The replacement of the entrance to SR-9 with a pedestrian accessible traffic rotary creates a site for retail such as a new grocery store. The rotary could also be a southern gateway to Opa-locka’s Transit Village.

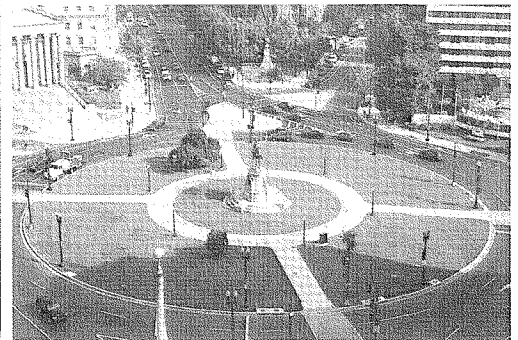
The package of proposed improvements for NW 27th Avenue can be organized into a series of projects and implemented incrementally along the length of the corridor.



4

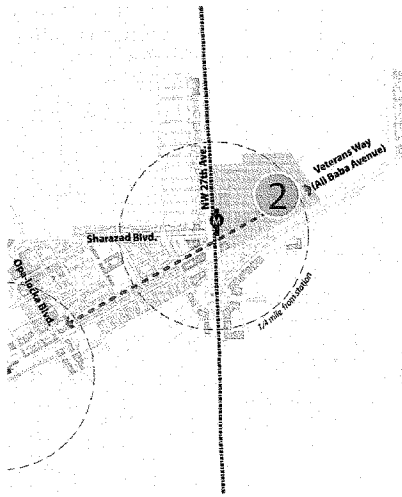


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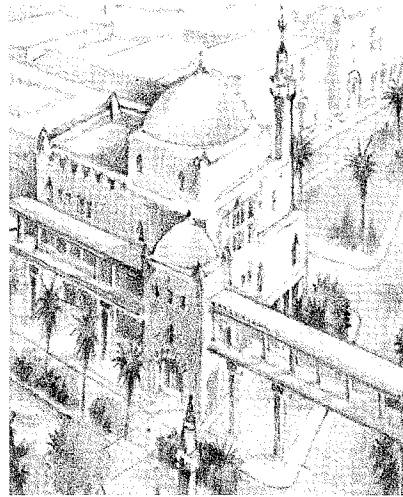


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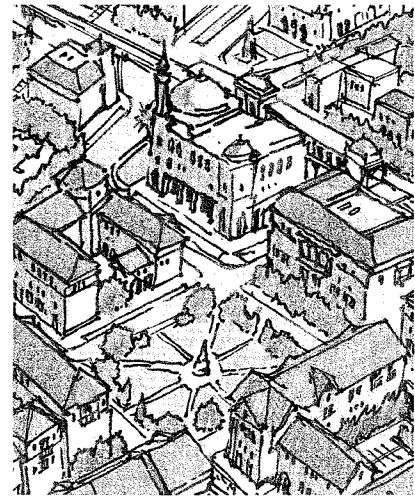




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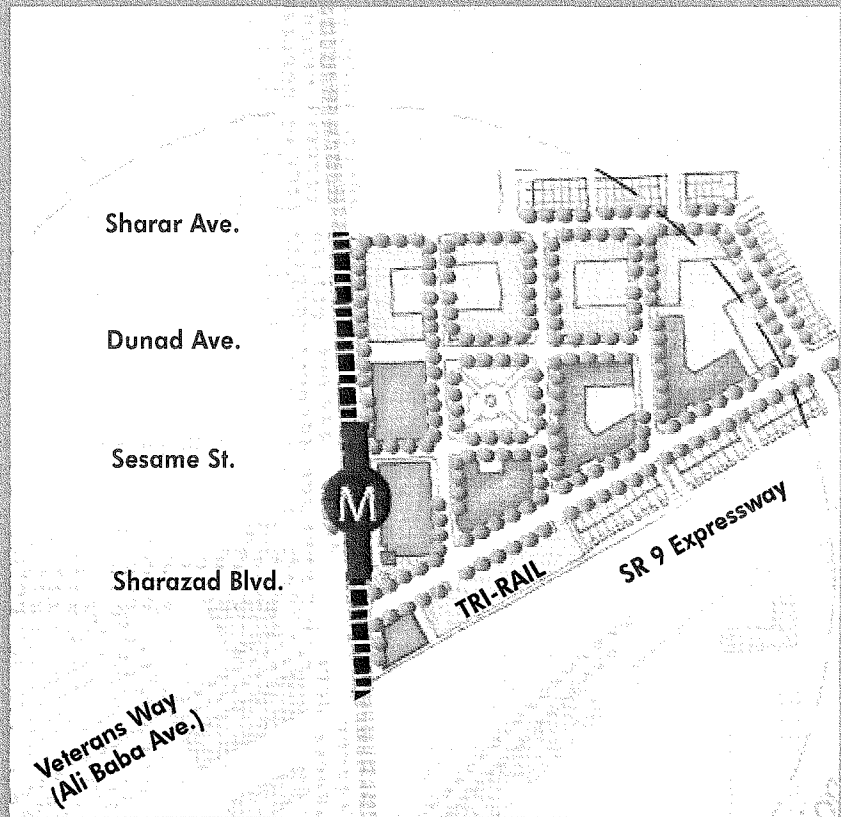
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3

## Transit Village

- Metrorail station will help anchor a new gateway to Opa-locka
- A small transit plaza framed with active building edges welcomes riders
- Live/work townhomes will serve as a transition between the transit village and the preserved industrial area to the northeast
- Bus shuttles will provide frequent and convenient connections



### LAND USE - Veterans Way (Ali Baba Avenue)



Proposed Metrorail  
Alignment and Platform

Commercial  
Mixed-Use

Medium Density Residential  
Civic / Institutional



1. Area 2 - Transit Village
2. Veterans Way Metrorail Station
3. Veterans Way Transit Village
4. Arriving at a Special Place
5. Community Park
6. A Catalyst Project

## TRANSIT VILLAGE

Creating a compact, mixed-use 18-hour center close to the proposed Veterans Way station was a common theme at the charrette. There was a desire for new development adjacent to the station to create a welcoming “front door” to Opa-locka.

### Arriving at a Special Place

The Veterans Way Metrorail station will help anchor a new gateway to Opa-locka. Once riders depart Metrorail they will have arrived at an important active place - the Veterans Way Transit Village. A small transit plaza framed with active building edges welcomes pedestrians and transit riders. Housing and commercial buildings front onto the station and help create a vital place active for 18-hours a day. Live/work townhomes will serve as a transition between the transit village and the preserved industrial area to the northeast.

### Community Park

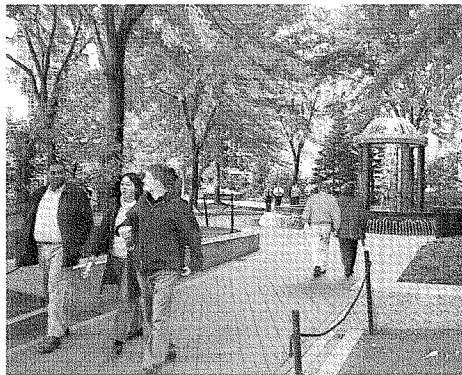
The transit village is organized a public square one block to the east of the Veterans Way station. The park provides an important green amenity that will help attract new residents to Opa-locka wanting the convenience of Metrorail.

### A Catalyst Project

Joint development of the proposed MDT park and ride lot can serve as an important early catalyst project to help leverage the overall charrette plan. Transit parking would be relocated south of Veterans Way with bus transfers being efficiently accomplished on-street. Bus shuttles will provide frequent and convenient connections between the transit village, the Opa-locka Tri-Rail station and the historic City Hall.



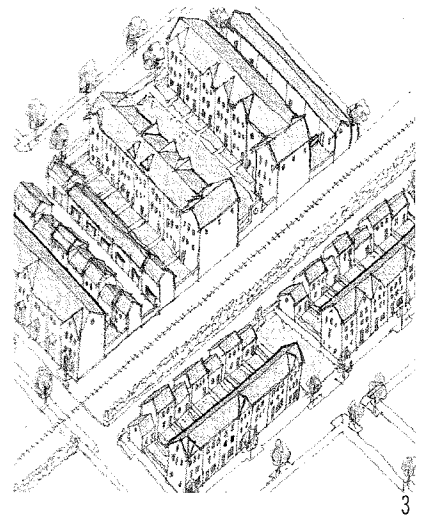
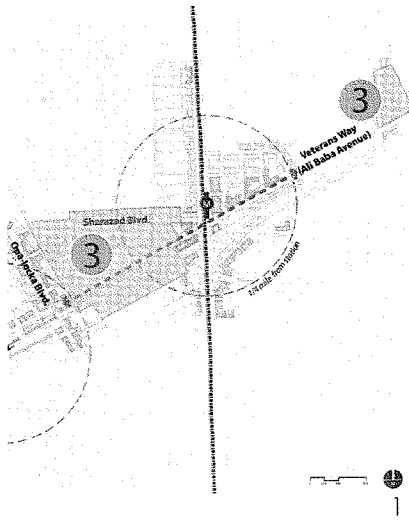
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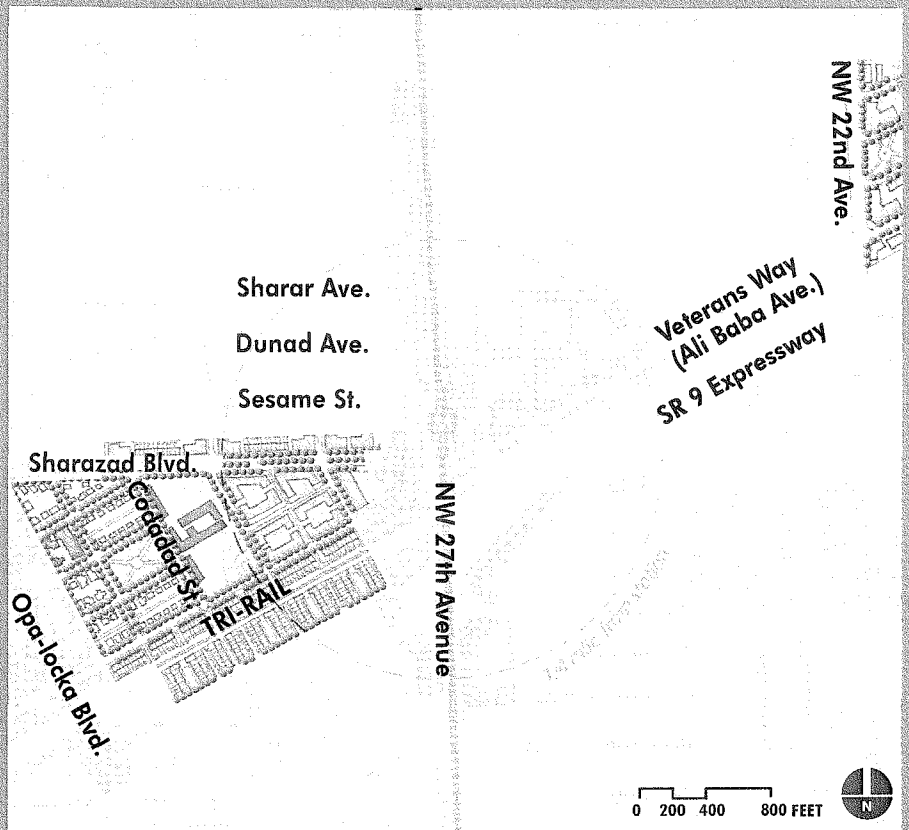


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## Housing Reinvestment and Neighborhood Parks

- A mix of new affordable housing
- Preservation and enhancement of the existing neighborhoods
- Encourage more open space in the neighborhoods with better connectivity to create more eyes on the public spaces



### LAND USE - Veterans Way (Ali Baba Avenue)



Proposed Metrorail  
Alignment and Platform

Commercial

Mixed-Use

Medium Density Residential

Civic / Institutional

1. Area 3 - Housing Reinvestment and Neighborhood Parks
2. Mixed-Income Housing Along Sharazad Boulevard
3. Townhouses Along Tri-Rail
4. Townhouses
5. Multi-Family Housing
6. Neighborhood Park

## HOUSING REINVESTMENT AND NEIGHBORHOOD PARKS

Providing a greater range of housing choices for existing and future residents is a central piece of the TOD strategy. Balancing the increased intensity of housing is the development of new parks and open space.

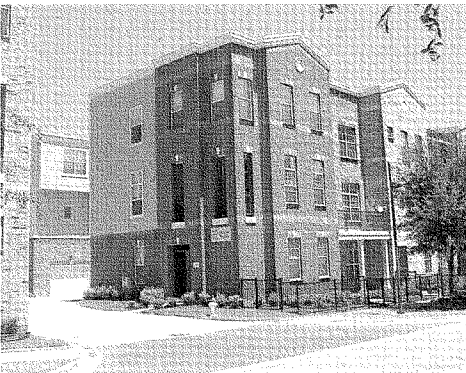
### A Range of Housing Choices

The plan includes a range of housing and suggests options for delivering new housing choices as part of a public-private partnership. North of Sharazad Boulevard, a partnership with foundations will help to deliver a new mix of affordable housing. Between Sharazad Boulevard and Veterans Way, the preservation and enhancement of the existing neighborhood would be accomplished through a program of targeted housing reinvestment for individual homes utilizing loans and grants. Townhouses along Veterans Way with alley facing garages in the back provide an additional housing choice and a buffer to the Tri-Rail rail corridor.

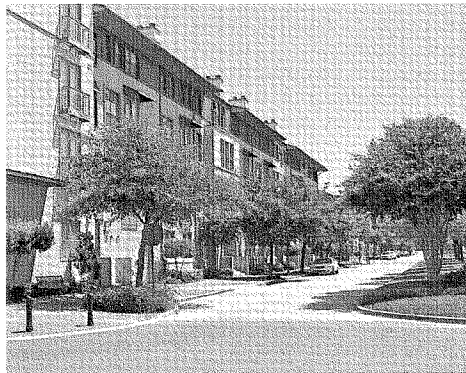
### New Neighborhood Parks

A land exchange with Opa-locka Elementary School would create a new neighborhood park to serve the community. The elementary school and play ground expands north to Sharazad Boulevard. The net result is more open space in the neighborhood along with better connectivity and eyes on the street by extending Codadad Avenue as a through street along the western edge of the school. East of the school the plan includes new medium density family housing.

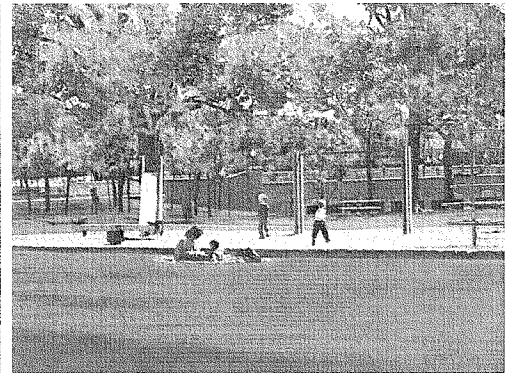
East of the Transit Village a new neighborhood park and medium density housing provide a transition to “the triangle”. In addition to the 6.6 acres of new parks, the plan includes a landscaped water quality feature northeast of the new traffic rotary.



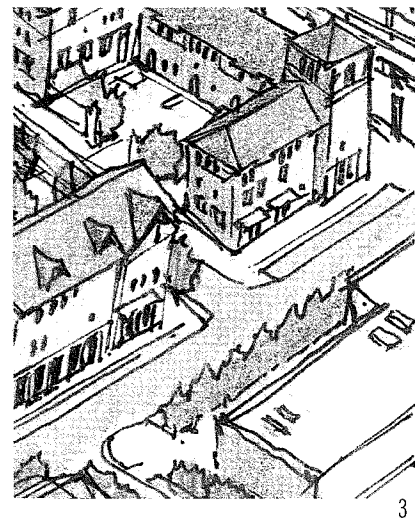
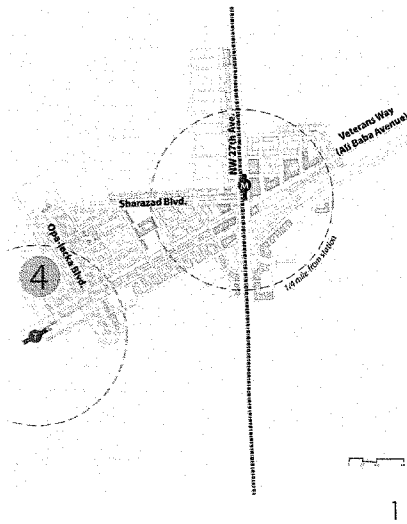
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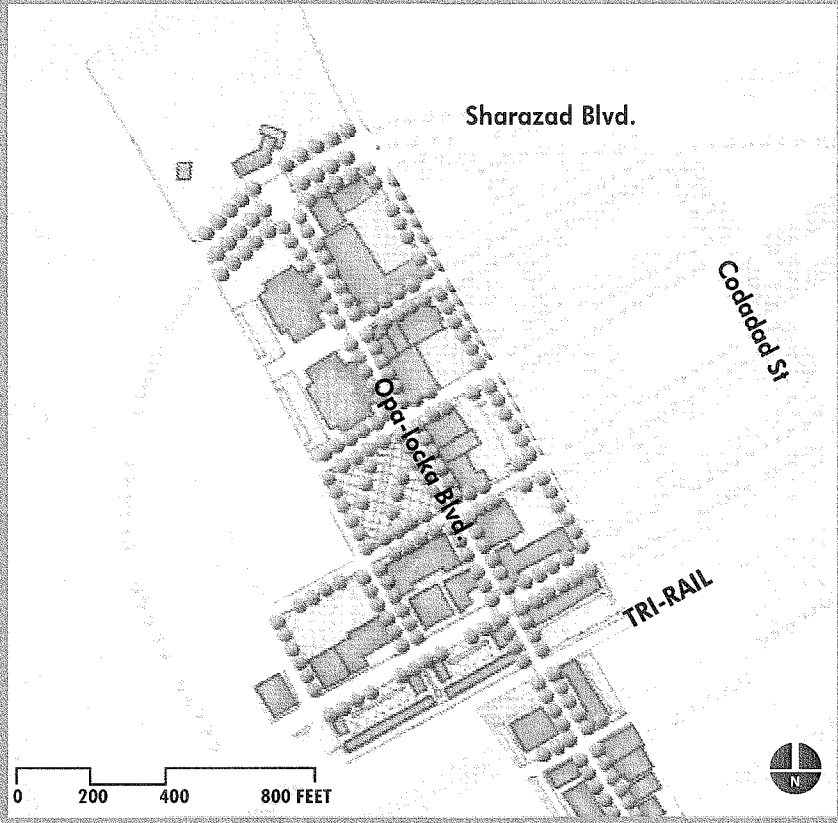


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## Main Street

- Opa-locka Boulevard is revitalized as a civic and commercial main street
- New office and retail buildings fronting along the "main street" with parking in the rear to help create an active mixed-use environment
- Architecture will reflect and complement the Moorish style
- Centrally located off-street surface parking has been designed to double as a festival plaza for special events
- Tri-Rail station is within an easy walk and provides Opa-locka with two transit stops



### LAND USE - Veterans Way (Ali Baba Avenue)



Proposed Metrorail  
Alignment and Platform

Commercial

Mixed-Use

Medium Density Residential

Civic / Institutional



1. Area 4 - Main Street
2. Main Street Markplace Near Tri-Rail Station
3. New Office and Retail Buildings on Opa-locka Boulevard
4. Mixed-use Main Street
5. Parking and Festival Plaza
6. Streetscape Improvements

## MAIN STREET

A reoccurring theme in the charrette was the importance of strengthening the city's existing core along Opa-locka Boulevard. Unlike other communities on the North Corridor, Opa-locka has a historic downtown and a Tri-Rail station.

### Historic Core

Opa-locka Boulevard serves as a civic and commercial main street anchored to the north by the historic City Hall and the existing retail core to the south at Veterans Way Boulevard. The plan foresees new office and retail buildings fronting along the "main street" with parking in the rear to help create an active mixed-use environment. The architecture reflects and complements the Moorish flavor of the listed National Register of Historic Places buildings at each end of the boulevard.

### Streetscape Improvements

Streetscape improvements and pavement textures on Opa-locka Boulevard create a welcoming safe setting for pedestrians and vehicles. A centrally located off-street surface parking lot has been designed to double as a festival plaza for special events. The existing Tri-Rail station is within an easy walk and affords Opa-locka two transit stops providing high quality, frequent service. A local shuttle bus will connect the two stations.



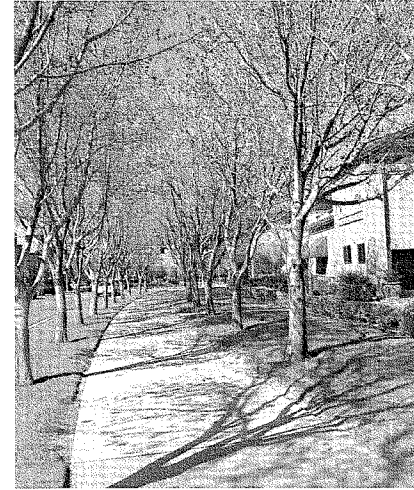
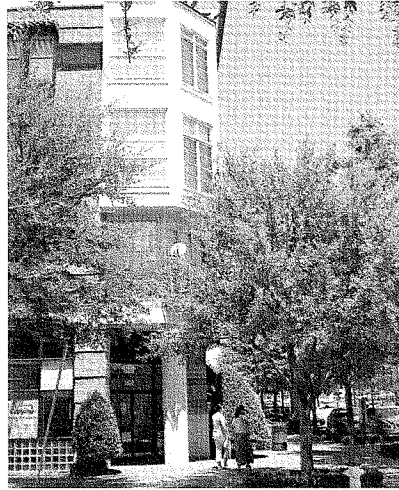
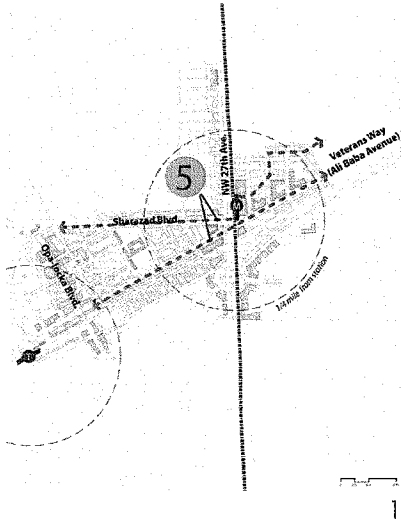
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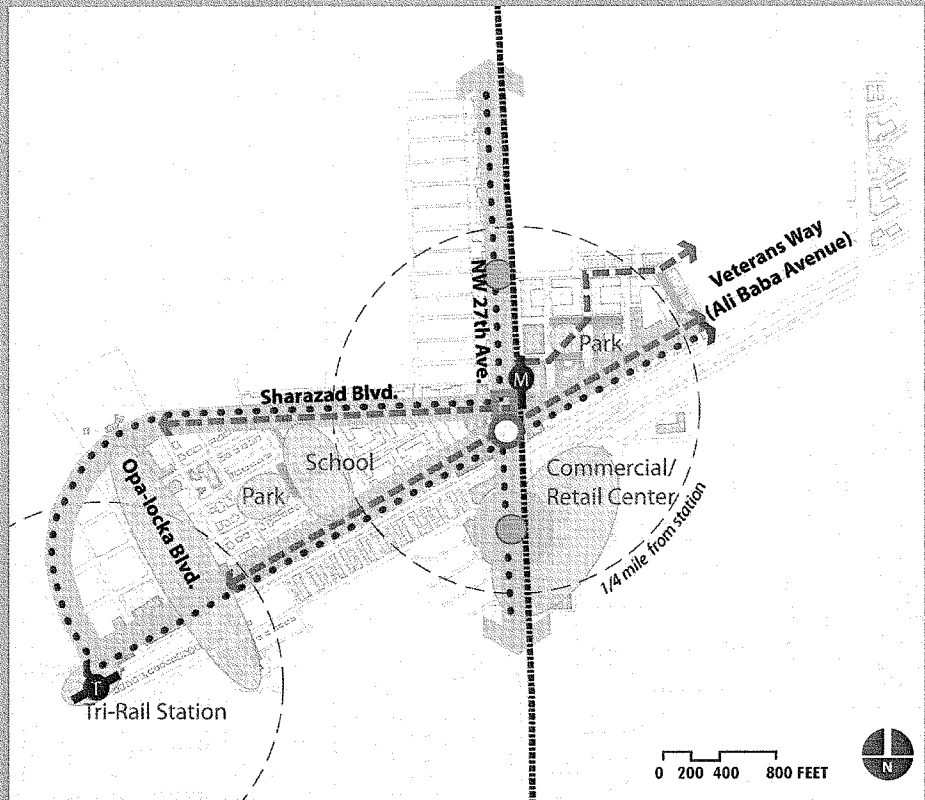


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## Pedestrian Connectivity

- Ability to safely and easily walk to the station
- Establish improved circulation throughout the station area
- Improvement of pedestrian and bicycling environment along major streets
- Introduction of the Opa-locka shuttle bus
- Emphasis on transforming the character of NW 27th Avenue



### Pedestrian Connectivity - Veterans Way (Ali Baba Avenue)



Proposed Metrorail Alignment and Platform

Complete Streets

New Streets

Pedestrian Route

Primary Bikeways

Signal w/ Pedestrian Improvement

New Signal/Rotary & Pedestrian Crossing

Enhanced Pedestrian Crossing

Key Destinations

65

1. Area 5 - Pedestrian Connectivity
2. Transit Village Sidewalks
3. Pedestrian Environment Along Sharazad Boulevard
4. Bike Lanes
5. Enhanced Pedestrian Crossings
6. Streets to Walk Along

## PEDESTRIAN CONNECTIVITY

A key element of the charrette plan is to establish improved circulation throughout the station area for pedestrians, bicyclists, and transit while retaining good accessibility for motorists. Particular emphasis was placed on changing the character of NW 27th Avenue by calming traffic and adding safe and convenient pedestrian crossings.

### Streets to Walk Along

In a TOD, streets need to be great places for walking, for commerce, for casual interaction and for moving traffic. The ability to safely and easily walk between the station and the surrounding community is critical for a successful TOD.

### Enhanced Pedestrian Crossings

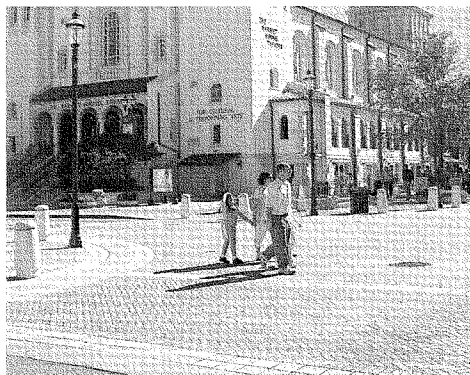
At key points along NW 27th Avenue improvements are recommended to better facilitate safe and convenient pedestrian crossings. These improvements could include signage, curb extensions, refuge medians, textured crosswalks, and pedestrian countdown signals.

### Opa-locka Shuttle

The new Metrorail station, transit village, main street, and new housing within the station area are proposed to be connected by improving the pedestrian and bicycling environment along major streets and the introduction of the Opa-locka shuttle bus.



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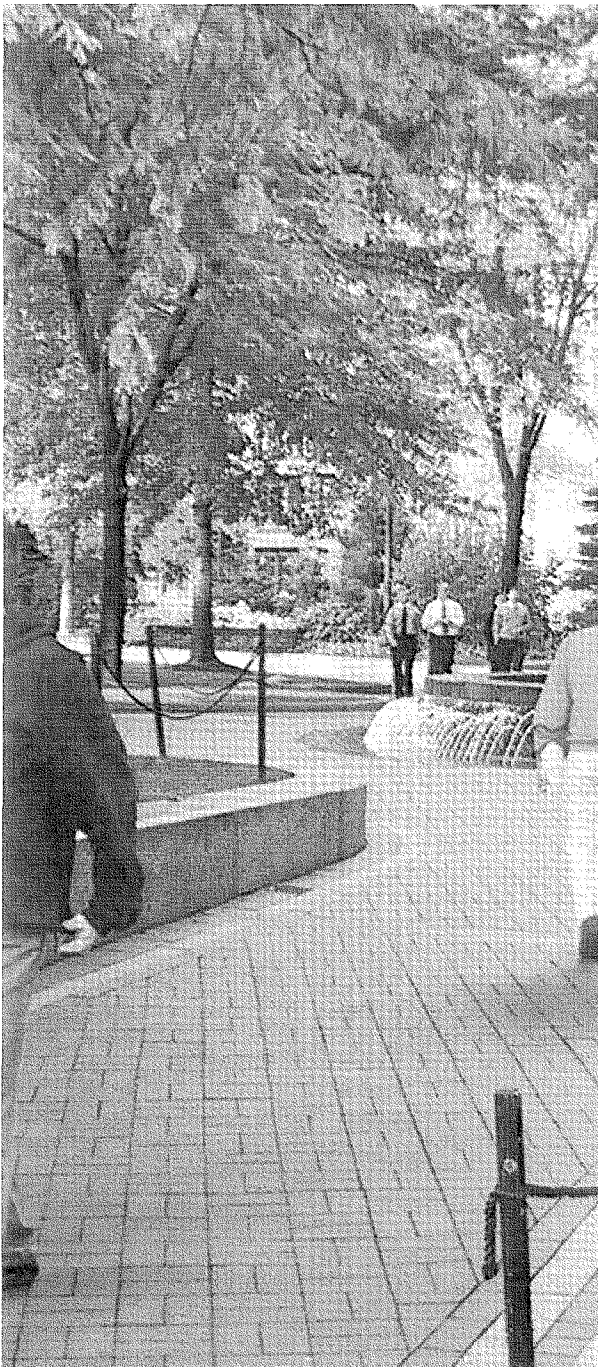


# CHAPTER 3

VETERANS WAY STATION DESIGN ELEMENTS







## DESIGN ELEMENTS

The land use and circulation pattern described in Chapter 2 provides a framework for realizing the vision for the Veterans Way station area. This chapter provides several important design elements to help achieve the desired character and function for the station area:

- Complete Street Design
- Circulation
- Building Design and Height
- Housing Types and Location
- Open Space
- Parking

## CREATING COMPLETE STREETS

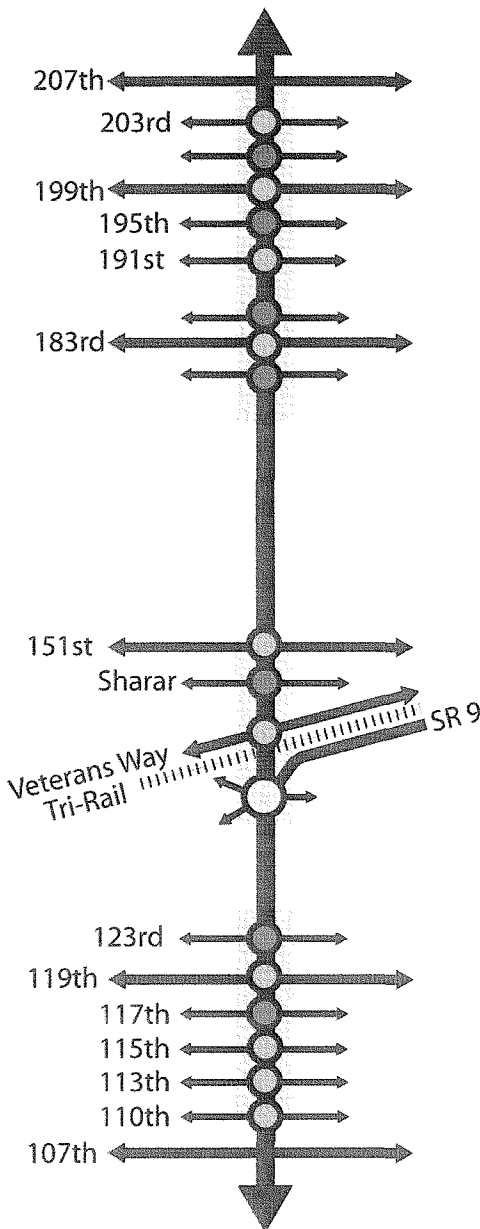
NW 27th Avenue provides access through the station area, but is of limited value for simply getting around the station area itself. The focus of the circulation element is to create “complete” streets that provide an environment which is easier, safer, and more pleasant for walking, bicycling, and driving. This will be achieved by creating improved accommodation of all modes along NW 27th Avenue with an interconnected and pedestrian-friendly, local street system.

Currently, NW 27th Avenue is designed primarily for automobile traffic. NW 27th Avenue has three travel lanes in each direction with 6-foot wide sidewalks adjacent to the curb. On-street parking and bike lanes are not provided.




NW 27th Avenue is proposed to be transformed into a multi-modal street with four through travel lanes, separated local traffic and parking lanes, bike lanes, and wider sidewalks. By limiting turning movements on the four through lanes to the major intersections, the overall capacity of the street should not be compromised. At the same time, on-street parking can be introduced for the benefit of adjacent businesses, and bike lanes and improved sidewalks will make these two modes safer and more pleasant compared to today.

Achieving the community vision will require significant public leadership and intergovernmental cooperation between Miami-Dade Transit, the Florida Department of Transportation (FDOT), the City of Opa-locka, and Miami-Dade County. FDOT and Miami-Dade Transit will need to collaborate on transit and streetscape investments that are consistent with the plan and implemented concurrently to minimize construction impacts and ensure that the NW 27th Avenue improvements are in place when North Corridor service begins.

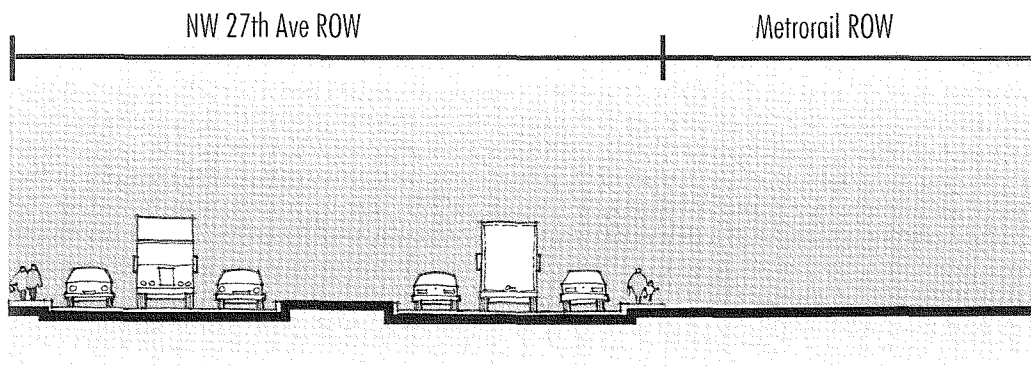
In addition to NW 27th Avenue, pedestrian routes along Sharazad Boulevard and Veterans Way will connect the station with downtown Opa-locka. Attention should also be paid to bicycle access between the surrounding neighborhoods and the station. Providing safe and convenient bicycling facilities, such as bike lanes and pathways, between the proposed station and surrounding neighborhoods will make bicycling an attractive option to walking or driving.



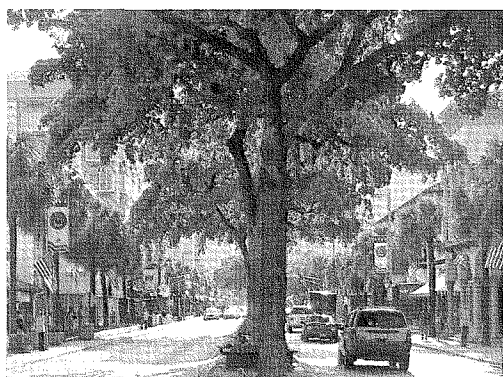
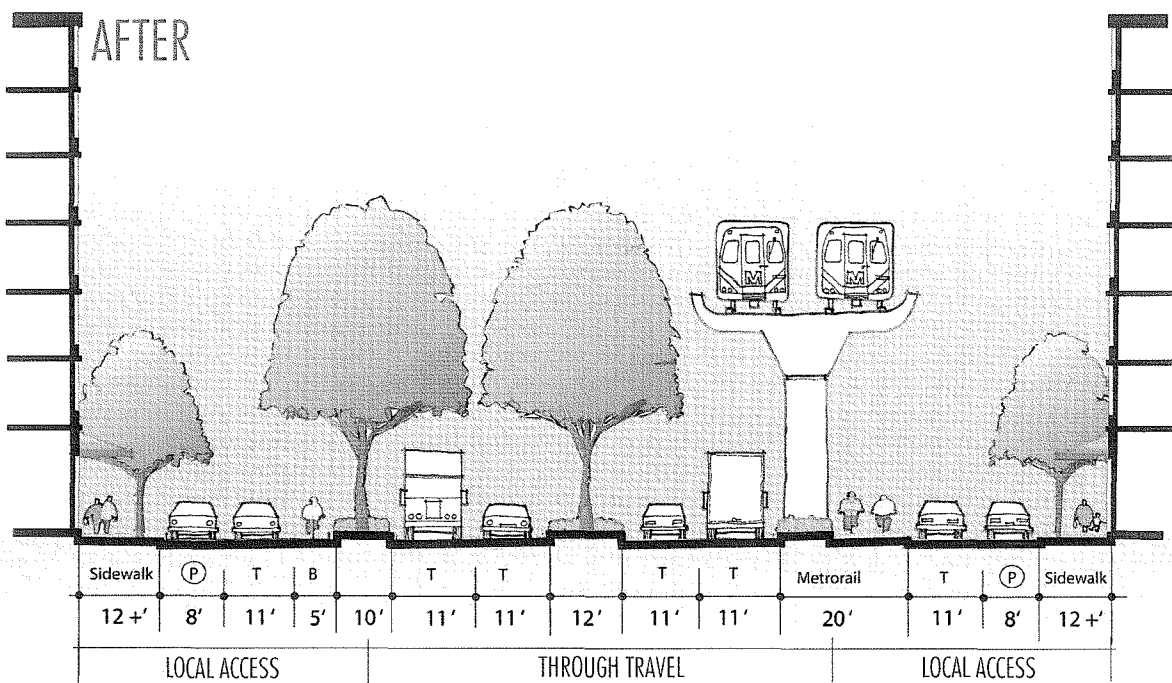
Street Improvements

-  New Signals
-  New Rotary
-  Existing Signals

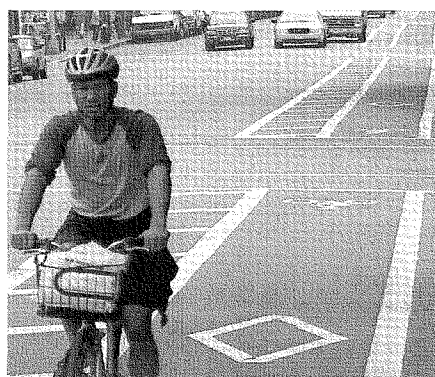
# BEFORE



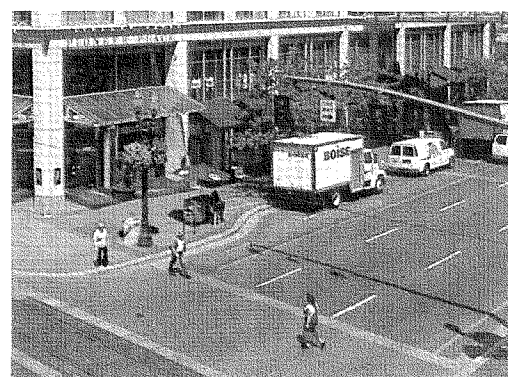
# AFTER



Complete Streets



Designated Bike Lanes

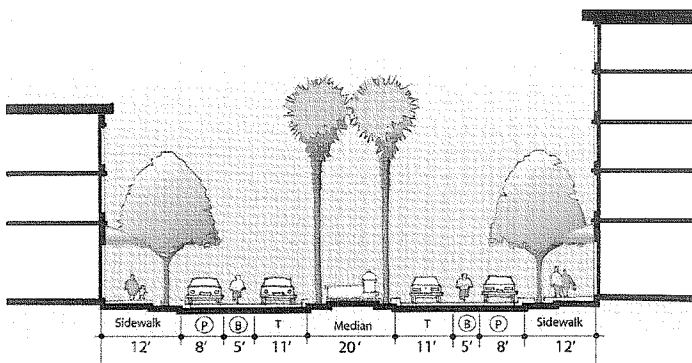


Enhanced Pedestrian Crosswalk

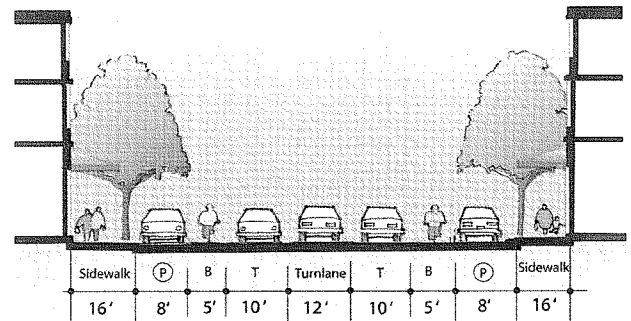
## CIRCULATION

A key component to improving local vehicle, pedestrian and bicycle circulation is the ability to safely cross NW 27th Avenue, which presently acts as a barrier to local travel. A new signalized intersection with enhanced pedestrian crosswalks is proposed at Sharar Avenue to improve access for all modes.

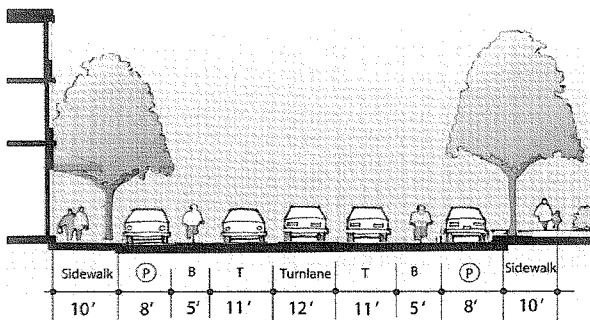
New neighborhood streets are proposed for the transit village to create an interconnected pedestrian-friendly grid. The existing local street network of Opa-locka does a good job of distributing traffic and welcoming pedestrians. Along the western edge of Opa-locka Elementary School the plan calls for extending Codadad Avenue as a through-street to establish better connectivity.



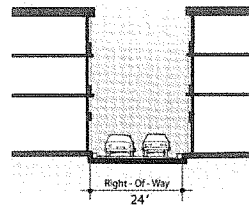
Veterans Way Gateway at NW 27th Avenue



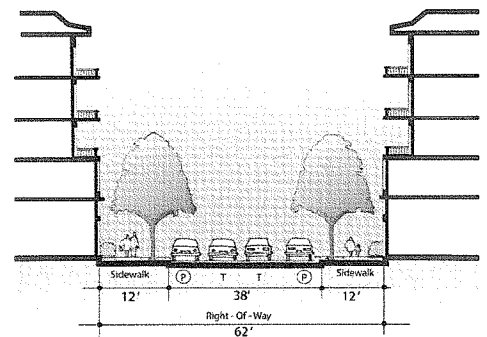
Opa-locka Boulevard



Veterans Way Typical

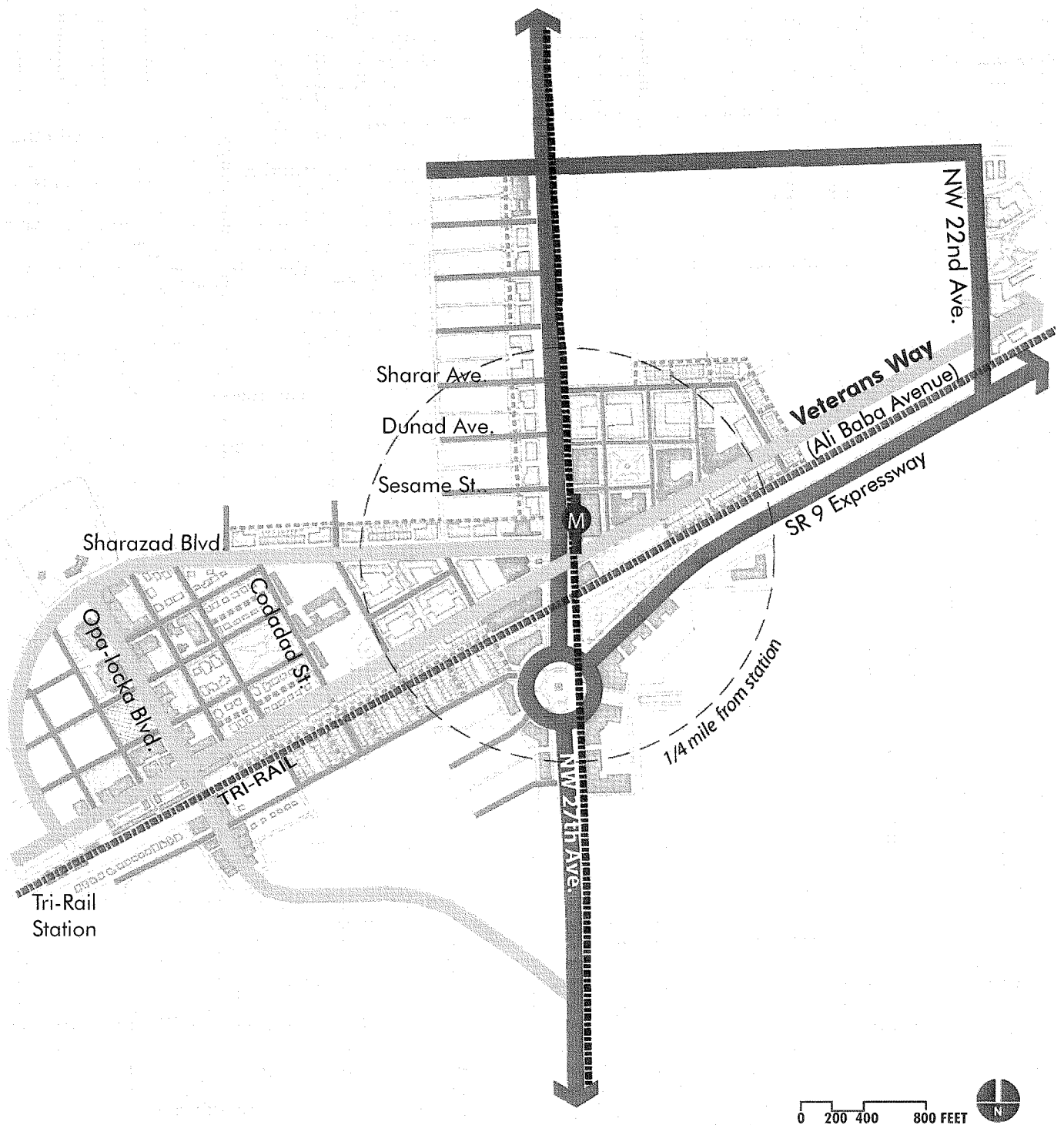


Alley way



Neighborhood Street





### Circulation - Veterans Way (Ali Baba Avenue)



Proposed Metrorail  
Alignment and Platform



Regional Arterial



Collector



Local



Neighborhood



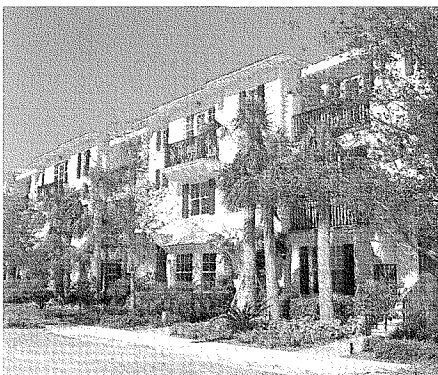
Alley ways

72

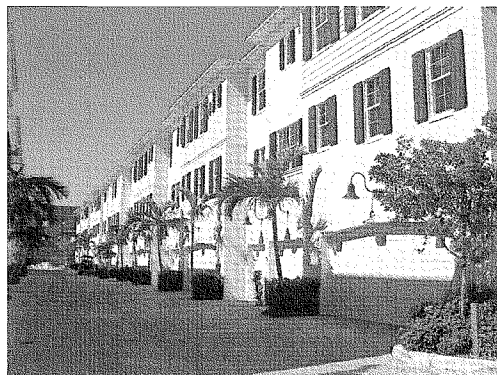
## BUILDING DESIGN AND HEIGHT: SHAPING THE BUILT ENVIRONMENT

Consistent with the proposed density and intensity of uses in the station area, building heights are proposed to vary between 2 and 7 floors within the station area. The highest proposed buildings would be in the “transit village” where the heights might vary between 5 and 7 stories overlooking a neighborhood park. The transit village is envisioned to be a mixed-use neighborhood with active commercial uses on the ground floor along NW 27th Avenue and the Veterans Way Station transit plaza. Along Opa-locka Boulevard and between Codadad Avenue and Sinbad Avenue new residential development between 2 and 4 stories are envisioned. Within the balance of the station area, building heights would not reach above 2 stories. Townhouses with garages are planned along Veterans Way to provide a new housing choice.

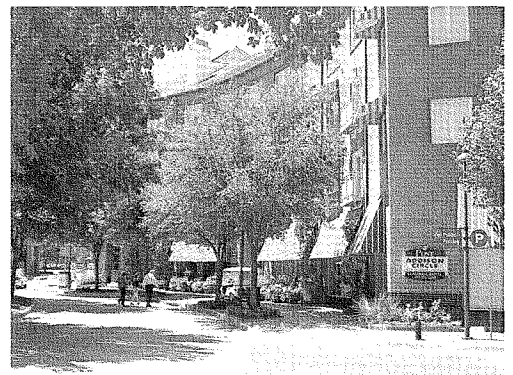
Buildings should generally be built to the sidewalk edge with active uses, arcades, canopies, and amenities to create a defined and lively streetscape. Lower density residences should be designed at a scale, which is more in keeping with the lower density neighborhoods that surround the station area. Although these homes will not necessarily be built up to the sidewalk, they should be close to the street with entries and windows facing it. Garages and on-site parking should be located to the rear or side of the homes.



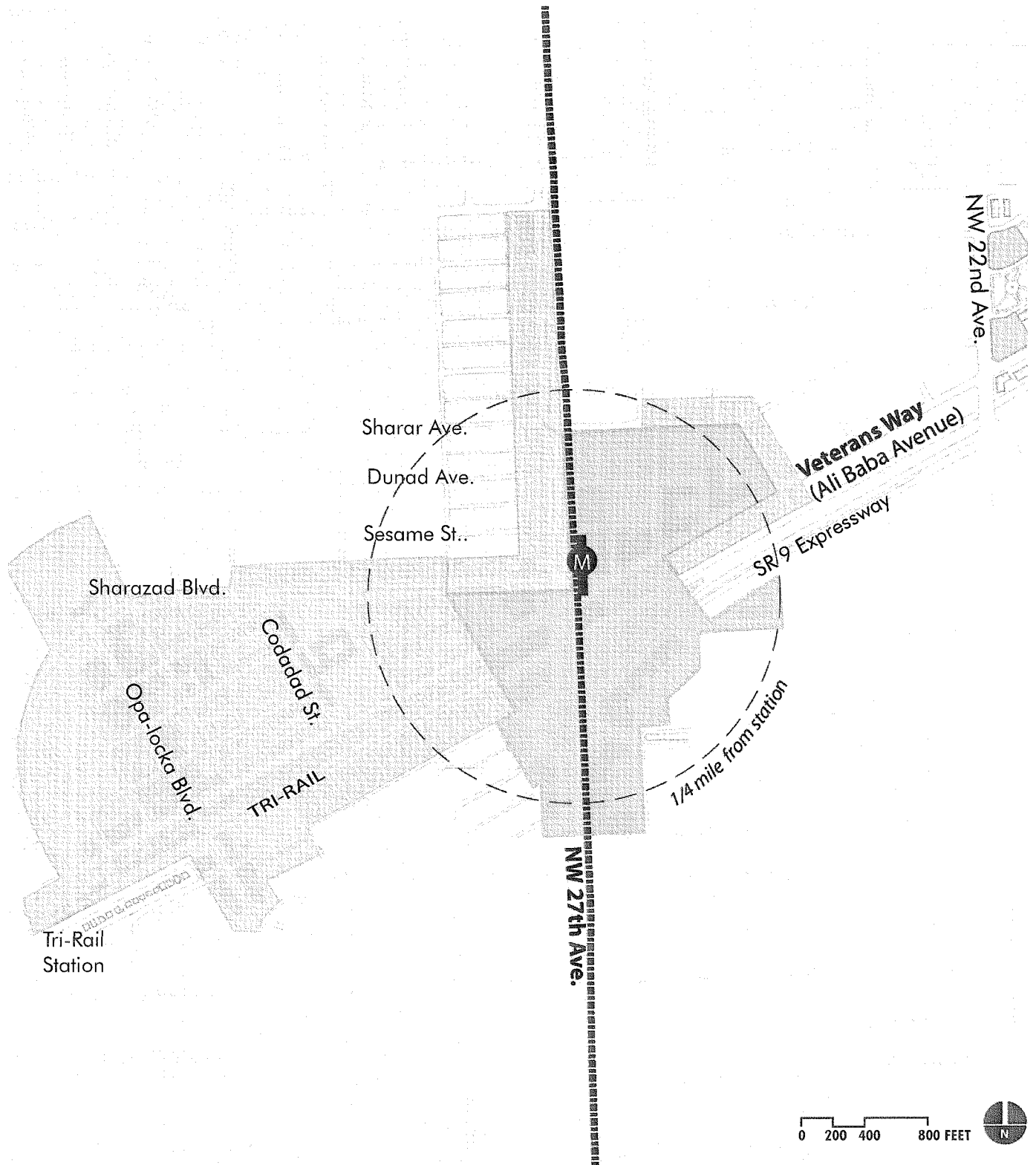
Townhouses



Parking in Back



Transit Village Building Type



## Building Heights -Veterans Way (Ali Baba Avenue)



Proposed Metrorail  
Alignment and Platform

5-7 Stories

2-4 Stories

74

## HOUSING TYPES AND LOCATION: ENCOURAGING DIVERSITY

Single family homes and garden apartments are the primary housing types in station area today. Lower densities, typically in townhouses, would be located between the multi-family units and the existing neighborhoods, consisting of predominantly detached single-family homes. The plan calls for establishing a greater mix of housing choices and options in Opa-locka. The greatest densities would be found in the transit village east of the Metrorail station where medium density housing is envisioned to be mixed with commercial buildings. Along the edge of the village live/work townhouses are planned as a transition to the remaining industrial area. On the west side of NW 27th Avenue, a diverse mix of housing is planned. East of downtown Opa-locka, the preservation and enhancement of the existing neighborhood would be accomplished through a program of targeted housing reinvestment for individual homes utilizing loans and grants. A partnership with foundations will help to deliver a mix of new affordable housing stock north of Sharazad Boulevard. Townhouses along Veterans Way with alley-facing garages provide an additional housing choice and a buffer to the Tri-Rail corridor. The primary housing types include:

- Mid-rise apartments, condominiums and lofts
- Low-rise apartments and condominiums
- Live/work townhouses
- Townhouses



Live/Work Townhouses

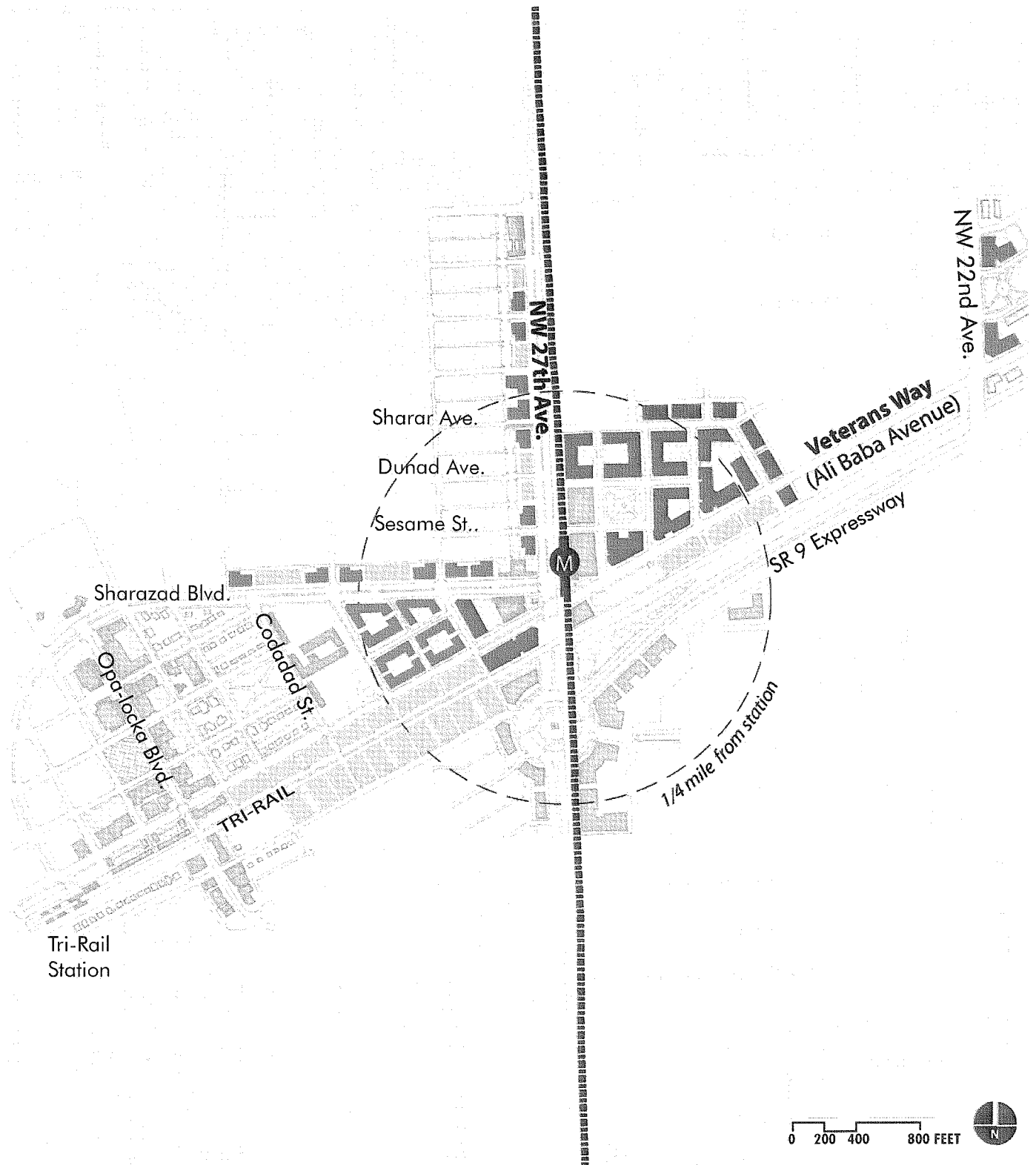


Low Rise Housing



Mid-Rise Housing





## Housing Typologies - Veterans Way (Ali Baba Avenue)



Proposed Metrorail  
Alignment and Platform



Mid-rise Apartments,  
Condominiums and Lofts



Live-Work Townhouses



Low-rise Apartments and  
Condominiums



Townhouses

## OPEN SPACE: GREEN SPACES, PEOPLE PLACES

With increased density, quality parks and open spaces become more critical. One of the common themes of the charrette was the lack of parks in the area. The charrette plan addresses this shortcoming by proposing a variety of public open spaces. A range of parks and open space areas are presented in Chapter 2 to create a general concept, leaving the specific design and function of these spaces to be guided by local community needs and preferences.

The important park and open space planning actions include:

- Clarifying the location, type, and purpose of the park and open spaces desired
- Integrating the parks and open spaces into the community and making them accessible for all residents
- Identifying an implementation program for acquisition, improvements, operations, and financing
- Seizing opportunities to improve environmental quality and natural habitat

Specific recommendations include:

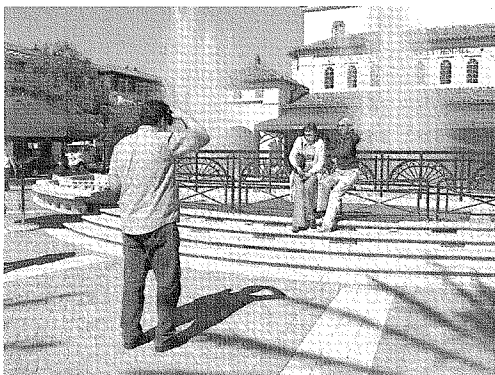
**Transit Village Square.** The plan calls for a small active transit plaza and for a formal public square one block east of the Metrorail station framed by the Veterans Way Transit Village.

**Expanded School Playground and Neighborhood Park.** A land exchange with Opa-locka Elementary School would create a new neighborhood park to serve the community. The elementary school play ground should expand north to Sharazad Boulevard.

**Public Spaces and Parks.** A collection of pocket parks, public squares, and boulevard streets are proposed through the station area. These parks and green spaces will also provide a pleasant walking environment throughout Opa-locka.

**Gateways.** Small plazas framed by active uses on both sides of NW 27th Avenue at Veterans Way help denote this is an important place. The traffic rotary at SR-9 and NW 27th Avenue serves as a gateway from the south.

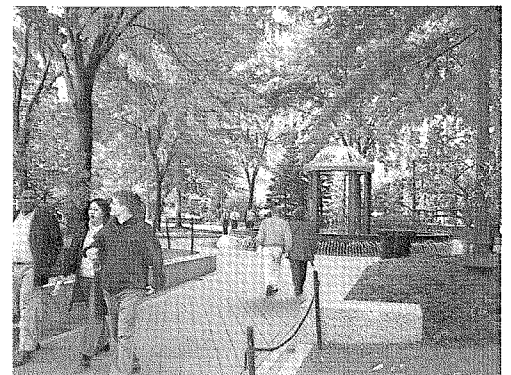
**Festival Plaza.** A one-block surface parking lot on Opa-locka Boulevard is redesigned with special paving and tree planting to be used as a plaza during special events and accomodating parking for the city's historic main street at all other times.



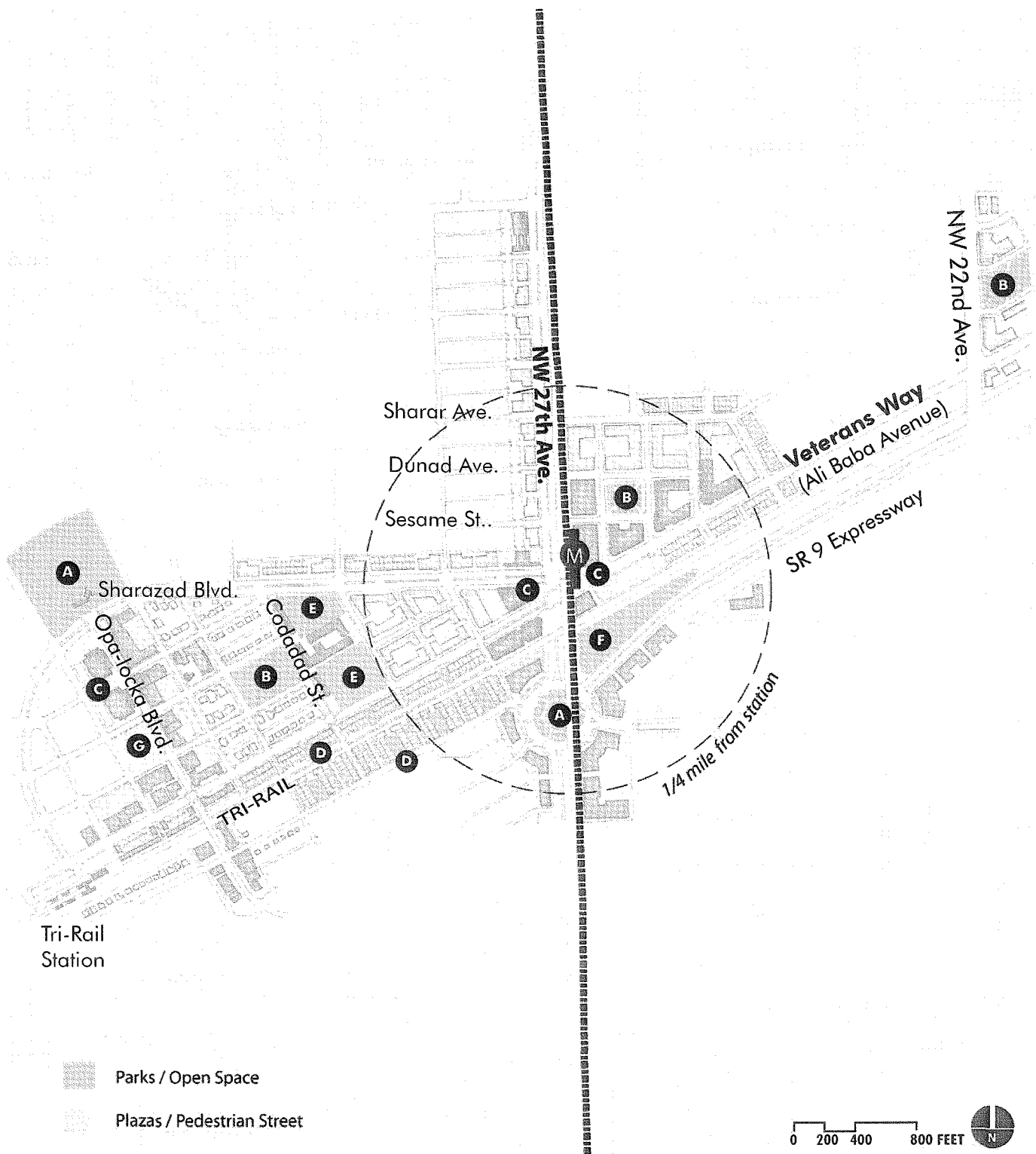
Gateway Plaza



Parking and Festival Plaza



Transt Village Square



## Parks / Open Space - Veterans Way (Ali Baba Avenue)



Proposed Metrorail  
Alignment and Platform

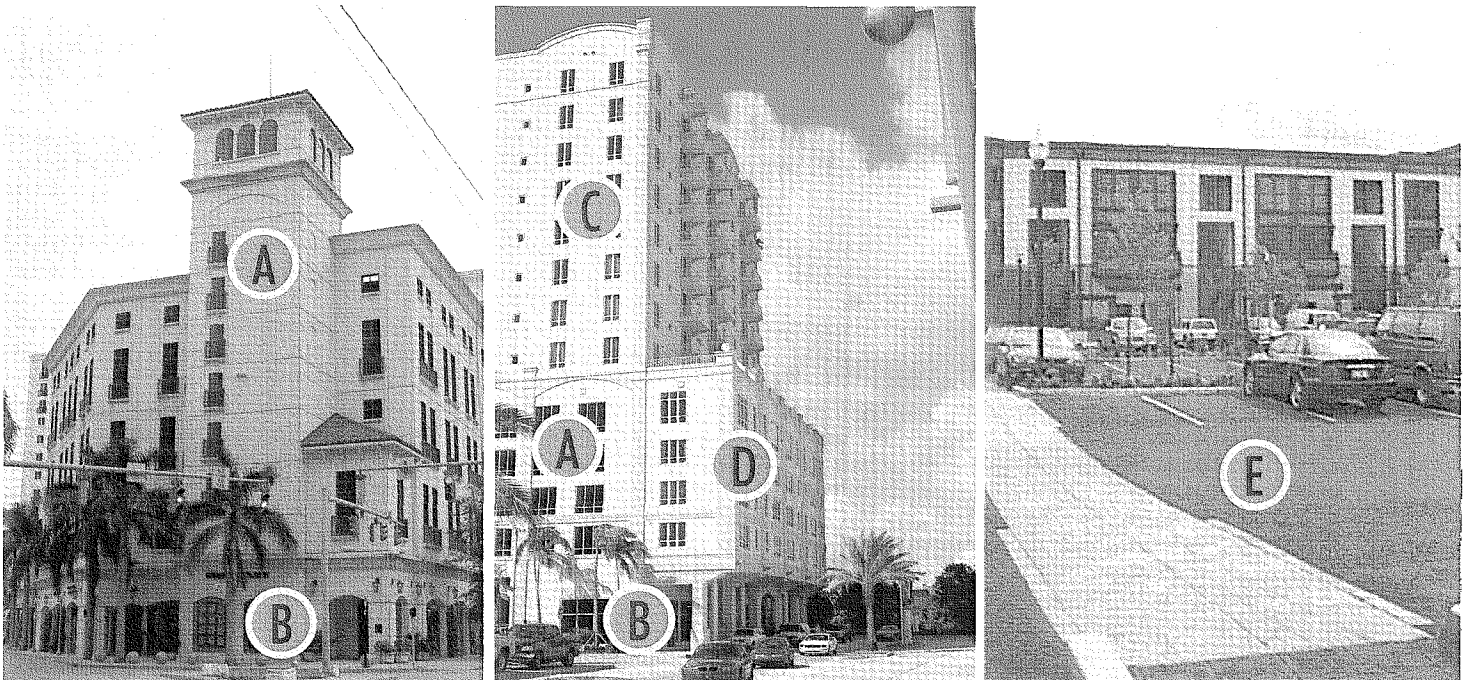
- A Community Park
- B Neighborhood Park
- C Plaza
- D Pocket Park

- E School Park
- F Water Quality Landscape
- G Festival Plaza

## PARKING

While the importance of parking is keenly recognized, it must not be a dominant development feature near the Metrorail station. Large parking lots located between streets and buildings create a very unappealing environment that pedestrians will consistently avoid. The design intent for future development in the area will be to park cars in structures or surface lots that are located to the rear or the side of the buildings they serve. When parking structures front on a pedestrian street, they should have retail or commercial uses on the ground floor and be lined with active uses, such as housing or offices above.

Opa-locka Boulevard will incorporate parking behind new buildings built to the sidewalk edge. A one-block surface lot on the boulevard, with the addition of paving and tree planting, can become a plaza for special events and revert back to parking on other days.



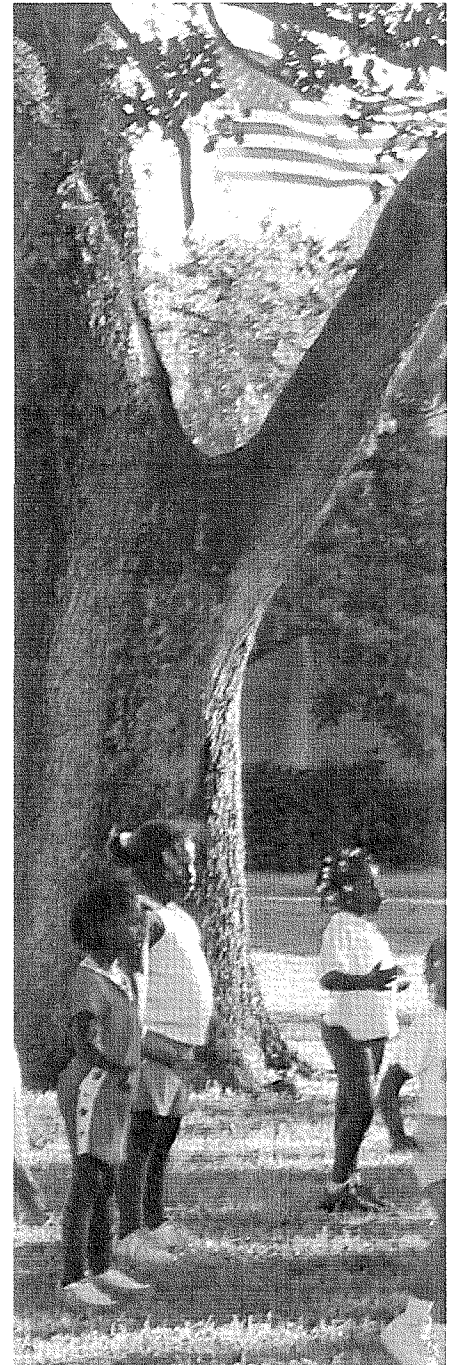
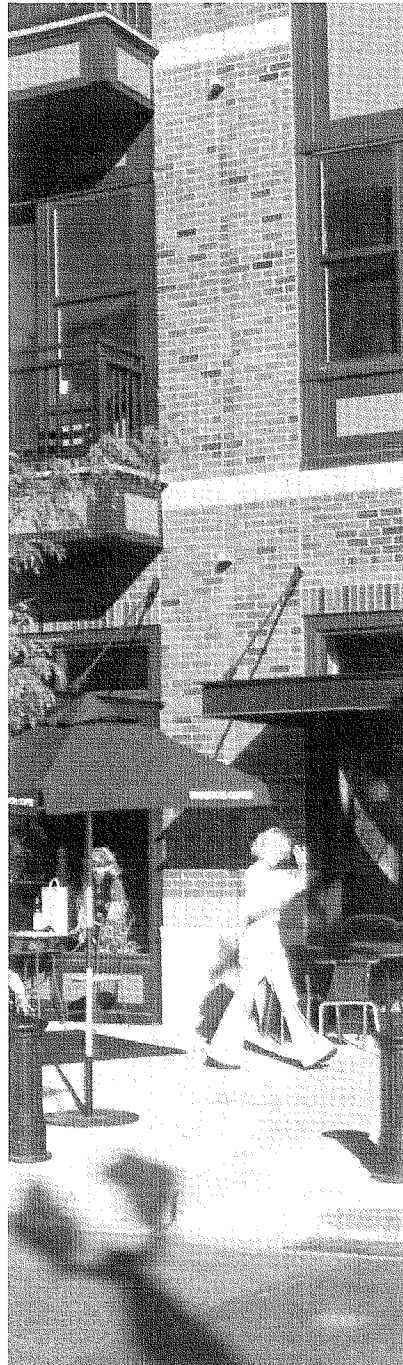
- A. Structured Parking
- B. Ground Floor Retail
- C. Housing or Office
- D. Liner Building - Housing or Office
- E. Surface Parking Behind Buildings





# CHAPTER 4

## AN IMPLEMENTATION STRATEGY FOR VETERANS WAY





## FROM VISION TO REALITY

The citizens voiced strong support for making important public improvements, attracting new, quality businesses to the town center and along NW 27th Avenue where the Metrorail station will be located. This ambitious vision for the Veterans Way station area builds on the area's historic assets and creates a true mixed-income community for Opa-locka by leveraging the value of transit to help expand economic opportunities.

The Veterans Way station area is just one part of a larger vision for the entire NW 27th Avenue corridor - an exercise in both community building and people moving. The introduction of Metrorail service is intended to be a catalyst for reinvestment in, and revitalization of, the communities in the North Corridor. Successful implementation of the plan will require a strong partnership between Miami-Dade County, the City of Opa-locka, the Florida Department of Transportation, private foundations and the private sector. The aim of the station area planning in the North Corridor is to create more livable neighborhoods.

## AN IMPLEMENTATION STRATEGY FOR THE VETERANS WAY CHARRETTE REPORT

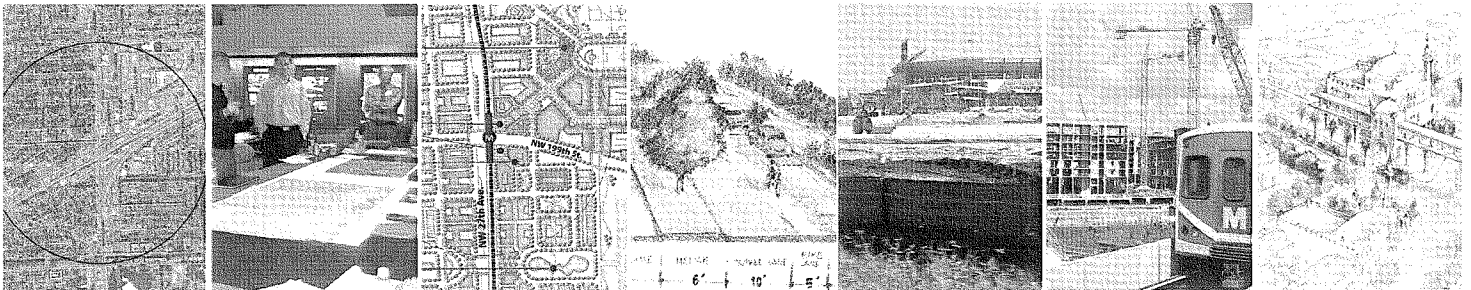
The Veterans Way station area plan provides a once in a generation opportunity to optimize the coming of Metrorail as a tool to realize the citizens vision as articulated in the charrette and create a strong new center and revive business districts in Opa-locka. Implementation of the charrette report is expected to greatly increase ridership on Metrorail and to result in significant public and private investment.

Due to the unique need for stakeholder and interagency collaboration and coordination for the Veterans Way station, this section focuses on the various actions and responsibilities of the local, state, and regional agencies from planning through design and full build-out. Furthermore, it is important to garner the support from the leaders of both the City of Opa-locka and Miami-Dade County for a coordinated strategy as a partner with private foundations and the private sector to facilitate and coordinate the government actions necessary to realize the development vision for the station areas.

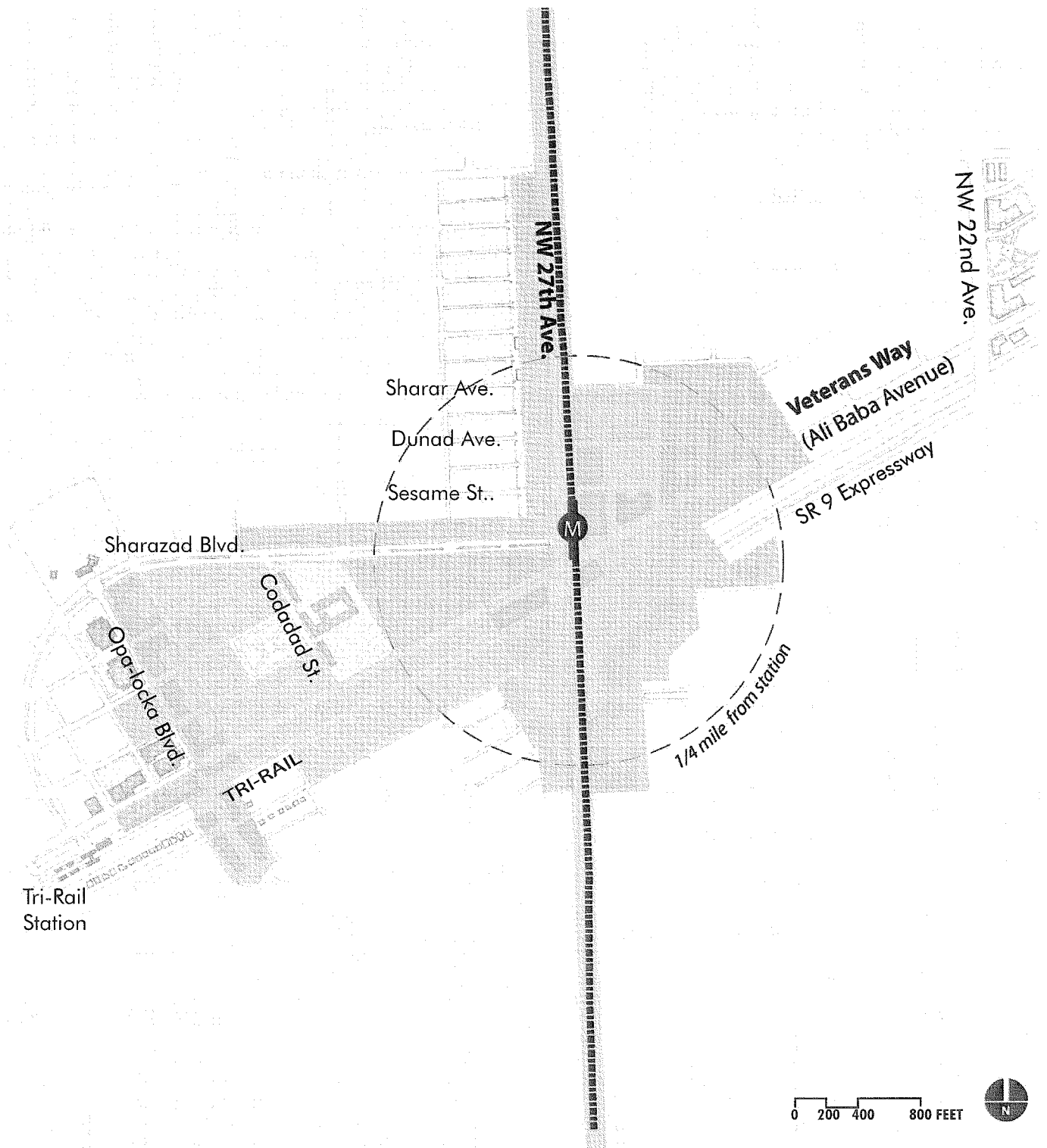
This implementation strategy is focused on the following seven sub-areas:

1. Understanding the Market
2. Convene TOD Working Group
3. Adopt Station Area Zoning
4. NW 27th Avenue Improvements
5. Financing Infrastructure Improvements
6. Select a TOD Master Developer
7. A Community Renewal Initiative

The charrette report anticipates phased implementation of the station plan. The implementation diagram graphically represents the logical sequence of phases over the next 20+ years. Phase one, the near future actions, includes the land immediately adjacent to the station platform and along NW 27th Avenue. These improvements should be timed with the commencement of Metrorail service and the completion of all corridor improvements along NW 27th Avenue. The remaining phases radiate out from the station.







### Phasing - Veterans Way (Ali Baba Avenue)



Proposed Metrorail  
Alignment and Platform

Phase 1 (5 - 10 years)

Phase 2 (10 - 15 years)

Phase 3 (15 - 20 years)

Phase 4 (20 + years)

## UNDERSTANDING THE MARKET

### Assessment

A market overview of the North Corridor station areas was prepared to assess the potential support for transit-oriented development through 2030 at future Metrorail stations. The analysis considered the demographic and employment characteristics of existing residents; current local market real estate conditions for various types of residential, office, and industrial uses; and realistic level of how much development might be captured based on existing projections for future growth in county population and employment.

Opa-locka is a historic community that faces significant challenges including: limited recent development activity; a negative perception due to crime and other issues; a larger number of economically disadvantaged households; and insufficient retail services. Its older housing stock with low rates of homeownership creates significant potential for displacement as redevelopment occurs.

These factors, combined with coordinated action by the City and community to effectively address its challenges, suggest that the development program for the Veterans Way station through 2030 could include:

- Residential: 1,800 units
- Offices & Institutional: 200,000 sq. ft.
- Retail & Entertainment: 300,000 sq. ft.
- Parks: 6.6 acres

### Development Potential

South Florida's long-term economic outlook remains very favorable. Ongoing population growth caused by in-migration from other states and company relocations will create continuing long-term demand for various types of new residential, retail, and office development, including TOD projects.

The North Corridor is well positioned to capture a larger share of this growth than has occurred in the past, for a range of reasons:

- The escalating costs of providing significant new infrastructure to support new suburban development on the periphery of the region, as well as worsening traffic congestion due to overburdened existing roadways, will create increased demand for infill development.
- Demographic trends particularly for younger and smaller households show a higher level of interest in multifamily and attached units, as opposed to single-family detached units.
- The region's worsening affordability problem will create greater acceptance of townhouses and condominiums as the best opportunity for middle-income households to become homeowners. Reduced commute costs made possible by TOD, coupled with supportive mortgage programs, can be an important factor in making homeownership more affordable.
- As large-scale parcels for new subdivisions on the periphery of the region become more scarce, residential developers are increasingly looking at opportunities to develop smaller-scale projects in urban infill areas and developing the expertise to do such projects. A number of national residential development firms known for subdivision development have in recent years set up divisions to build "urban housing" or do such projects, including Lennar, KB Home, Centex, Pulte, and Toll Brothers, among many.

## Market Support and Potential Development Programs

Data on projected regional growth from 2000 to 2030 was reviewed. While this data is based on previous trends, rather than being market-based, it provides the best available information on regional growth in population and employment. It should be noted that while reasonably accurate at a countywide level, its accuracy declines as the geographic area being considered becomes smaller.

Table A shows the projections for the North Corridor station areas in the City of Opa-locka, and a comparison with Miami-Dade County. This data shows very modest levels of projected growth from 2000 to 2030, with households in the station area increasing by 549, and employment increasing by only 768. As Opa-locka is a smaller city, the station area represents approximately two-thirds of the population of the City.

These projections are entirely consistent with the limited development that has occurred in Opa-locka over the last couple of decades. However, it misses the City's potential to support considerable new development in conjunction with construction of North Corridor Metrorail, which could benefit both existing residents as well as attract new residents. Other well-located US urban areas that have implemented a turn-around in crime, other social challenges, and poor reputations provide examples of how this can be done.

Another opportunity is the ongoing turnover of large-scale distribution facilities in the industrial districts. There is a long-term trend for these facilities to relocate to the periphery of urban areas to reduce the amount of time that vehicles are caught in traffic congestion. These facilities tend to occupy large footprints, but provide low employment density. Because of their convenient locations, these sites have excellent long-term potential to support larger-scale office employment, as well as residential TOD.

Based on this analysis, and assuming supporting policy actions by the City, a supportable market development program through 2030 could include the following elements in Table B:

A PROJECTED POPULATION & EMPLOYMENT CHANGE 2000 - 2030			
	Population	Households	Employment
<b>North Corridor Station Areas</b>			
2000	8,791	2,872	4,408
2030	11,638	3,735	5,855
Change	2,847	863	1,447
Percent Change	32.4%	30%	32.8%
<b>Veterans Way/ 119th Street Stations</b>			
2000	9,050	3,223	3,916
2030	10,803	3,772	4,684
Change	1,753	549	768
Percent Change	19.4%	17%	19.6%
<b>Miami-Dade County</b>			
2000	2,204,713	774,339	1,098,554
2030	3,149,291	1,084,890	1,582,288
Change	944,578	310,551	483,734
Percent Change	42.8%	40.1%	44.0%

B DEVELOPMENT PROGRAM	
Residential	1,800 units
Office and Institutional	200,000 square feet
Retail and entertainment	300,000 square feet
Civic	63,000 square feet
Parks and Open Space	6.6 acres

## CONVENE TOD WORKING GROUP

Creating a TOD plan for the Veterans Way Metrorail station is the starting point for realizing the vision set out by the citizens of Opa-locka. Experience from successful planning programs in other similar communities demonstrates that an enhanced partnership between all levels of government, private foundations, and the private sector is a precondition to success – working together to bring about quality development and the meaningful growth of centers around transit.

A lesson learned repeatedly is that the single most significant factor for creating a successful TOD is, quite simply, people. Whether as individuals or as part of a larger institution, people can make or break a successful development project and successful TOD plan, depending on their attitude toward public-private partnerships, innovative solutions, and problem solving. The City of Opa-locka and Miami-Dade County both have important leadership roles to play in the implementation of the plans.

A collaborative approach that includes the county, the transit agency, local governments, private foundations, and the private sector is necessary. The partners should reconvene the TOD Working Group that includes representatives from all of the governmental entities. The working group's primary focus should be to span jurisdictional and agency boundaries to facilitate collaboration and guide the implementation of the TOD strategy. If possible, the members of the committee should have the authority to speak on behalf of their respective organizations and make decisions.

The working group should meet regularly. Additionally, it should be supported by a technical committee made up of jurisdiction and agency staff responsible for the day-to-day project management of the development strategy. Project partners should also consider the formation of a citizen advisory committee that includes residents, property owners, and businesses along the corridor. Both the technical and the citizen advisory committees would report directly to the policy level implementation committee.

### ☐ Immediate Action:

To guide implementation of the Veterans Way station area plan the City of Opa-locka and Miami-Dade County should take steps to enter into an inter-governmental agreement defining:

- Their mutual commitment to work together to achieve the station area plans, set the stage for successful private sector investment, and to speak with one voice when moving forward on implementation.
- A timeline for adoption of the station area plans and supportive policies and zoning.
- A prioritized list of targeted public improvements and infrastructure investments to station areas that will implement the plan and leverage private investment.
- The appointment of the TOD Working Group and assignment of dedicated staff to focus efforts on implementation and coordination.





## ADOPT STATION AREA ZONING

The Veterans Way station area plan will ultimately inform the creation of a Community Urban Center and supportive zoning. A pre-condition to adoption of zoning for the Veterans Way plan by the City of Opa-locka is completion of the update of the City's comprehensive plan. All zoning should be consistent with the targets set in the *Miami-Dade County Comprehensive Development Master Plan (CDMP)*. The county and the consultant team are committed to assisting the City in the preparation of zoning to implement the plan.

- ☐ **Immediate Actions:**  
All governing bodies with a role in implementation should take formal action to endorse or adopt the recommendations in the charrette report. This includes, but is not limited to, the Miami-Dade Board of County Commissioners, the Opa-locka City Council, and FDOT. This step is necessary before formal zoning can be adopted to implement the station plan.
- ☐ **Near Future Actions:**  
The Miami-Dade Department of Planning and Zoning will work with the City of Opa-locka to draft a TOD supportive zoning code for the City. The zoning code amendment will be shaped by the charrette report and its recommendations. Soon after acceptance of the charrette report, the county and city should adopt the zoning code in order to shape land use and new development in a way that is consistent with the vision for the station area. However, all stakeholders interviewed stressed the need for flexibility in any such code to allow for long-term implementation, changing market conditions and demographics.

## NW 27TH AVENUE IMPROVEMENTS

Two major transportation investments are assumed as part of the Veterans Way station area plan:

- The construction and commencement of Metrorail service in 2012
- The redesign and phased reconstruction of NW 27th Avenue as an urban boulevard

These complementary transportation investments help to “set the table” for a fundamental transformation of land uses. A number of significant transportation impacts will occur as a result of the proposed TOD strategy. These impacts include increased traffic volume and reconfigured street treatment and cross-sections. The changes will be most marked on NW 27th Avenue, which is proposed for significant rebuilding.

Transportation improvements identified in the plan include the redesign of NW 27th Avenue into a four-lane roadway (two lanes in each direction) with left-turn lanes or a median in the middle, plus a single lane local access road on each side with parking and bike lanes. Safety improvements include new signalized intersections, textured crosswalks, curb extensions, and pedestrian countdown signals.

### ☐ Immediate Actions:

Although it is expected that transportation improvements should occur prior to build-out as part of the infrastructure improvements program, there are a number of actions that should be taken upfront. The first steps should be agreement from the Florida Department of Transportation (FDOT), Miami Dade Transit (MDT), and the city of Opa-locka upon a design concept for transforming NW 27th Avenue consistent with the framework defined in the charrette with a goal of making the improvements to coincide with the opening of Metrorail in 2012.

An agreement with FDOT will need to be set up by MDT to explore how the improvements on NW 27th Avenue can be incorporated into the MPO’s long-range plan for program construction. This will set the groundwork for FDOT to begin looking at appropriate funding sources (i.e., the Unified Work Program (UWP) or the State Transportation Improvement Program (STIP) and to begin the process of obtaining the necessary variances for any of the design concepts that deviate from traditional design (such as the spacing for signalized intersections in the station areas).

### ☐ Near Future Actions:

Once a design concept has been agreed upon, the process of creating local street standards, pursuing funding, and obtaining necessary variances can begin. Prior to construction of the Metrorail extension, a method of linking the ROW and construction for a new NW 27th Avenue with Metrorail needs to be identified.

## Financing Infrastructure Improvements

Successful identification of an infrastructure strategy will be paramount to allow for new development to occur. Charrette participants were adamant about the provision of necessary infrastructure improvements prior to construction – citing both current under-service of utilities, such as overcrowded schools and an inadequate sewage system, along with the existence of already approved bonds for such improvements.

### ☐ Immediate Actions:

The Department of Planning and Zoning should use its Department Liaison to bring infrastructure improvement needs to the table for need and cost identification. Once a strategy for funding and phasing of improvements has been developed, the lead agency needs to craft a directional policy for the Department

of Public Works, so that the two agencies can begin to collaboratively identify other sources for funding and coordination, such as existing special districts, appropriate development fees, and prior bond approvals.



#### Near Future Actions:

Due to the need to garner infrastructure improvements prior to development and, in particular, prior to undue speculation, the Department of Public works will need to prepare a specific funding strategy to enforce any incoming development proposals.

## SELECT A TOD MASTER DEVELOPER

Miami-Dade Transit is embarking on a “master developer” model for joint development along the entire North Corridor, including the Veterans Way station. As applied to transit oriented development, the master developer model is an approach where one development team undertakes development at multiple sites spread out among several transit stations. The transit agency bundles several publicly owned sites together and offers them to a master developer who can also assemble adjacent parcels from private owners to create a critical mass of developable land at each station.

Once selected by the transit agency, the master developer controls the site(s), designs a master plan that guides development, obtains financing and approvals, and oversees phased implementation of the plan by multiple specialized builders. It is not unusual for the master developer to subcontract all construction to other companies.

The central advantage of the master developer approach is that it brings vision, expertise, and significant resources to bear on complex projects. The rationale for implementing a master developer model to transit-oriented development is threefold:

- To take a holistic, system-wide approach to TOD rather than an ad-hoc approach that treats each station or development site in isolation. By developing sites at multiple stations, the master developer can phase development so product types and price points do not compete with each other and over-saturate the market.
- To offer several TOD sites at once to attract large national and regional firms with adequate financial resources to assemble adjacent parcels to create a critical mass of developable land to transform a station area.
- To expand and accelerate TOD efforts by partnering with a development firm that can undertake multiple projects concurrently, thereby increasing the size and capacity of an agency’s joint development efforts.

This approach is a departure from conventional joint development programs. Currently, most joint development efforts are “single offerings.” That is, they are site specific and limited to one development solicitation at a time.

The master developer will ideally have the following attributes:

- **Commitment to Policy Goals** – The lead entity will need to meet all of the policy goals inherent within each of the stakeholder agencies, as well as the community and the region. The master developer will need to make a long-term commitment to the project even when market cycles turned downward, corporate ownership structures change, or there are limited early-stage financial returns.
- **Expertise to Lead the Project from TOD Plan to Fruition** – This is perhaps the most difficult attribute to achieve in one option. The charrette report contains a mix of land uses, and the need to balance public and private interests, on a relatively large scale, requires a comprehensive set of skills and experience.
- **Acquire Land or Create Partnerships with Landowners** – In order to create developable parcels beyond those owned by Miami-Dade Transit, the master developers will either need to purchase land or structure joint venture or other partnership agreements with private landowners to stimulate implementation of the charrette plan. Joint activities to be undertaken in conjunction with the City of Opa-locka can include securing public entitlements, design guidelines, and cost-sharing techniques, which assess each owner for a portion of project-wide capital improvements.
- **Receive Grants, Coordinate Public Investments, and Secure Debt** – This characteristic will depend on the nature of the lead entity. If a public agency or Joint Powers Authority leads the enterprise, it would presumably be able to attract grant funding and coordinate public debt initiatives. If the lead entity is a private organization, it may be able to bring its own financing sources to the project, particularly in latter stages, but may be limited in its ability to directly receive public investments.
- **Attract Private Investment** – The master developer's ability to finance planning, predevelopment, and infrastructure expense is vital to the implementation of the charrette report, even with the potential for upfront public investments. The developer will have to have the ability to match funding sources to the wide variety of product types to be developed.

☐ Immediate Actions:

MDT should convene a developers forum to inform developers about the master developer selection, generate enthusiasm and interest, and circulate a Request for Industry Comment (RFIC) so developers can provide feedback on the role and scope of the master developer. The forum should include national, regional, and local developers and be timed after the Metrorail project's record of decision.

☐ Near Future Actions:

Once the agency has refined the role and scope of the master developer in light of the feedback from the RFIC, the agency should circulate a Request for Qualifications as the actual selection vehicle for a master developer. The selection should be based on relevant experience, capacity, and financial resources. Once a master developer is selected, MDT would enter into a development agreement that spells out expectations, the financial relationship between the developer and the county, a timeline for performance, and penalties for failure to perform.

☐ Long Term Action:

Selecting a master developer is more akin to selecting a partner than a project. This is a long-term partnership that will shape new development at stations for years to come. MDT and local governments must continue to be involved and oversee phased implementation of joint development projects. This oversight should directly involve the TOD Working Group.



## A COMMUNITY RENEWAL INITIATIVE

The key strategic steps of establishing appropriate entitlements and development controls, creating stakeholder coordination and collaboration, selecting a master developer, and developing an infrastructure financing strategy set the necessary framework for successful creation of TOD along the North Corridor Metrorail. There are a range of additional actions that will need to be taken for successful TOD that leverages the investment in Metrorail, as well as benefits and enhances the Opa-locka community.

Action will need to be taken by both public agencies and private investors to address the following challenges and opportunities:

- **Land Assembly** – Much of the current land ownership along NW 27th Avenue consists of smaller parcels owned by a variety of private landowners. In order to redevelop the plan area, the master developer will need to assemble land parcels, through purchase, creation of joint ventures, long-term ground leases, or other development partnerships.
- **Parking Management** – The appropriate design and placement of structured, and on- and off-street surface parking needs to be complemented with a Parking Management Strategy that maximizes the potential for mixed-use TOD to reduce the total number of parking spaces that are required. A “district” approach to parking can allow developments to meet some or even most of their parking requirements off-site. This can be done because of the varying peak parking demand periods of residential, retail, and office uses. The reduction in parking requirements can significantly reduce development costs and enhance the feasibility of TOD.
- **Community Challenges** - Opa-locka suffers from a poor perception in the region due to high crime levels, significant concentrations of poverty, and the blighted appearance of many properties. Initiatives need to be undertaken to enhance public safety and improve the appearance of properties outside the TOD Plan area in order to establish an image of Opa-locka as a place that is improving and a suitable place to live and invest.
- **Displacement** - Low levels of homeownership in Opa-locka, substantial numbers of lower-income households, and relatively low current rents means that there is a significant risk of displacement as Opa-locka begins to redevelop. A significant rise in land values and rental rates could force large numbers of current residents to depart. Rising commercial rents may force a number of existing retailers, including those valued by the community, to relocate. TOD strategies need to be formulated to address potential displacement triggered by redevelopment.
- **Workforce and Entrepreneurship Development** - TOD will create new employment opportunities, both during the construction phase and once new businesses open. Creating opportunities for local residents to benefit from these new jobs can create significant benefits, and workforce development initiatives are needed to prepare local residents for these opportunities. TOD projects will also provide entrepreneurship opportunities for new retail stores, services, and other businesses, and they should be linked to local and statewide small business programs.
- **Creative Financing Techniques** – The financing for the Plan will depend on significant public investments to fund upfront infrastructure and capital improvement costs, as well as potential cost offsets to expensive parking garages. Although many of the funding sources appear to be potentially available, considerable attention will need to be devoted to obtaining these sources. Attraction of philanthropic funds to support community development activities requires the establishment of an appropriate non-profit entity. Community Development Financial Institutions can take advantage of New Markets Tax Credits as well as other funding sources.

- **Innovative Partnerships** – These land assembly, financing, parking management, and community development challenges suggest the need for an innovative partnership that can complement the master developer approach and implement the TOD Plan.

The magnitude of community development challenges requires more resources than a master developer can be expected to provide. The nature of these challenges calls for an initiative focused on community objectives and that can draw from a range of foundation and private resources available for this work, as well as lessons learned from other community development initiatives in Miami and elsewhere.

### The Opa-locka Community Renewal Initiative

Opa-locka stakeholders, including representatives of the City, Opa-locka Front Porch, local community development corporations, including the Opa-locka CDC, LISC, Living Cities, the Knight Foundation, Ford Foundation, Enterprise, and others involved in community development will be convened to create an “Opa-locka Community Renewal Initiative”.

This effort can build on the strong emerging interest by foundations, institutes, and others in “equitable development” that ensures: investment benefits for current residents, businesses, and cultural institutions; links residents to regional economic opportunities; fosters the participation of low-income communities planning decisions; and address gentrification to avoid residential displacement.

The purpose of the Initiative will be to engage local, regional, and national funders and expertise in a focused effort to ensure that the North Corridor Metrorail, and the adjacent TOD, along with the resulting development that it stimulates elsewhere in the City, will result in new affordable housing, employment, entrepreneurship, and other opportunities, while preventing significant displacement. The Initiative would work closely with the selected master developer, assisting it with meeting its obligations pursuant to development agreements that are intended to benefit the Opa-locka community. The Initiative may also initiate and help fund certain projects that could be included in the master developer’s plans.

Targeted activities would include:

- **Affordable Housing** - Development of affordable rental and homeownership units in other areas of the City besides those covered by the TOD Plan. Although affordable rental units developed by non-profits are exempt from property taxes, creating a fiscal impact for the City, the development of additional affordable units by non-profits to accommodate residents whose units would be demolished by new TOD can simultaneously create the benefits of reduced displacement effects while helping to make sites for market-rate TOD available. These units would be in addition to the percentage of below market-rate units that the master developer would be required to include in its plans.
- **Coordinate First-time Buyer/Workforce Housing Subsidy Programs** - Although it may seem counter-intuitive, many large mixed use projects throughout the U.S. in pioneering locations have leveraged market demand by attracting surrounding community members as well as “pioneers” from outside the area, based on offering lower cost ownership housing opportunities. This has already occurred in Opa-locka with affordable ownership townhouses that have set the stage for new market-rate townhouses.  
Possible first-time buyer programs include private lenders meeting Community Reinvestment Act obligations with low interest mortgage loans and low or zero down payment plans, “silent second” mortgages offered by housing agencies, and the New Markets Tax Credit. Programs should seek to assist renters living in Opa-locka’s sizable stock of single family residences to become homeowners, both as a mechanism to avoid displacement, and also to assist those households in generating wealth through building up equity in their residences.

- **Establish a Community Land Trust** - A land trust provides a mechanism for acquiring and holding the land underlying projects, issuing property owners long-term ground leases and selling improvements. By limiting the purchase price to improvement, ownership becomes much more affordable. In conjunction with limits on appreciation, a land trust can ensure the long-term affordability of property. One of the challenges of establishing a land trust is identifying a funding source. Sources could include contributions from the master developer, foundations, and after TOD projects have been built, contributions from tax increment financing. Another possibility in the near term might be to pay property owners for an option to purchase the property at a set price in the future when funds might be more readily available (i.e., from new development in the area), thereby also serving to limit speculation. Land in areas directly adjacent to the North Corridor Metrorail are likely already subject to speculation and may be cost prohibitive for acquisition by a Land Trust. However, these effects are less likely to spread to surrounding areas of the City until after Metrorail has been built, creating a window for a Land Trust to act before revitalization raises values city-wide.
- **Workforce Development** - Work with the local Private Industry Council and Workforce Investment Boards, local building trades councils, and others to provide job training for workers so they are prepared to take advantage of construction-related employment arising from North Corridor Metrorail and TOD construction, as well as permanent employment created in new businesses.
- **Promote Entrepreneurship** - Working with Miami Dade College and others, and utilizing both state and federal small business programs, provide technical assistance to Opa-locka residents seeking to establish new businesses. These could range from helping experienced trade persons become contractors, to creation of new retail and service businesses.
- **Community Leadership Development** - Provide training, seminars, and other programs to assist local community leaders and residents in understanding the economic, social, and physical aspects of community revitalization, as well as how to leverage it to enhance their community. Such training could also include proven strategies for engaging the public sector and developers in creating productive and mutually beneficial outcomes.

The Opa-locka Community Renewal Initiative is similar in concept to initiatives undertaken elsewhere, including the Overtown Transformation Initiative. It will have the advantage of occurring in advance of construction of the North Corridor Metrorail, enabling it to leverage the new private development interest that will be stimulated by the new public investment in Metrorail.

The Overtown initiative also provides lessons that can be applied in establishing the Opa-locka Community Renewal Initiative, including:

- Neighborhoods need to show some initial steps towards renewal in order to attract private-sector interest and investment in conjunction with philanthropic efforts.
- City and County officials need to demonstrate leadership, as well as play a key role in stabilizing blighted public places to create an environment that can allow investment and opportunity to take shape.
- It is essential to work closely with municipal service providers to enhance public safety; address vacant, abandoned, and blighted properties; make retail space available (i.e. in areas outside the TOD Plan) by rehabbing commercial space through facade rehabilitation programs.
- Job training programs

# APPENDIX A

## VETERANS WAY (ALI BABA AVENUE) NEWSLETTER



A new Metrorail extension is coming to the NW 27th Avenue corridor that will help citizens move around the region and will shape future development patterns around new stations. Miami-Dade Transit in collaboration with the City of Opa-locka is in the process of planning the North Corridor extension and engaging residents about critical planning issues.

This newsletter summarizes the community visioning process, called a "charrette," that was held in late April 2006 to plan the new Ali Baba Station area.



### An Identity for the City of Opa-locka

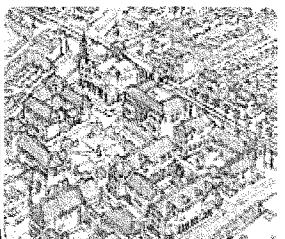
The draft station area plan reflects the ideas and hopes expressed by the public. The designers focused their energies on shaping the two rail stations into vibrant and attractive commercial districts.

At NW 27th Avenue, the Metrorail station will become the center of a "transit village" with housing and commercial buildings arranged around a new public square one block to the east. Live/work town homes will serve as a transition between the transit village and the preserved industrial area to the northeast.

One bold element of the plan is to redesign the intersection of NW 27th Avenue and SR 9 with a rotary (a traffic circle with a park in the middle). The rotary design incorporates wide pedestrian passages under the street so residents can safely cross the intersection as well as access the park. The new design also opens land for commercial development and signals to drivers that they are entering a special place.

The plan calls for significant housing reinvestment between Opa-locka Boulevard and NW 27th Avenue with grants and loans for residents to improve their property. Town homes will be built along Ali Baba Avenue with garages and an alley in the back to provide a buffer to the rail corridor.

Finally, the plan builds on the historical Moorish design of Opa-locka and includes several landmark buildings consistent with the Moorish theme.



**Building a Community:** A strong center for the City of Opa-locka includes public parks, schools and mixed-use development with housing clustered around the Metrorail station.



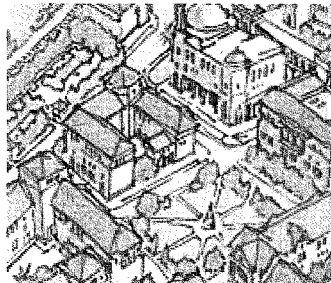
**A vision for the City of Opa-locka:** The Plan envisions parks, an urban center and a variety of housing options near the station. New circulation and streets will help create a unique identity for the City of Opa-locka.

<b>Residential</b> Townhouses, apartments, condos	18,000 units
<b>Offices and Commercial</b>	200,000 sq. ft.
<b>Business</b> Restaurants, grocery, movie theater	300,000 sq. ft.
<b>Civic</b> City Hall, community center, schools	60,000 sq. ft.
<b>Parks</b>	6.6 acres

A special note of thanks to the City of Opa-locka and the scores of community members who generously gave their time to paint an exciting vision for the future of the Ali Baba Avenue station area.



### OPA-LOCKA ALI BABA AVENUE STATION AREA CHARRETTE



#### A Citizen-Driven Design

Citizens are the experts about what makes sense in their community. After all, they will live with any changes long after the city planners move on to the next project.

To capture their vision, the design team held an intensive 5-day planning charrette to listen to the public's hopes and ideas about a future Metrorail station and town center for Opa-locka at NW 27th Avenue and Ali Baba Avenue.

The all-day workshops translated the community's voices into pictures and plans. Each evening, citizens reviewed the plans and provided feedback. The very next day, designers refined their work to reflect what they had heard.

Ultimately, the citizen-driven design process resulted in a consensus-based vision for the future of their community that leverages the Metrorail investment to help achieve a lively and attractive town center.



#### Creating Value and Opportunity Every Day

The North Corridor Metrorail extension is a once-in-a-generation opportunity to revive the business districts in Opa-locka and make important public improvements. The citizens voiced strong support for attracting new, quality businesses to the original town center along Opa-locka Boulevard and the NW 27th Avenue corridor where the Metrorail station will be located. Reviving and beautifying these commercial areas was the most dominant theme that came out of the charrette.

The citizens also rejected the idea of moving the Tri-Rail station eastward to be closer to the planned Metrorail station. The two rail stations should anchor their respective commercial districts rather than move all of the transit activity to NW 27th Avenue.

These two districts should be connected by safe streets that encourage walking along both Ali Baba Avenue and Shorazad Boulevard. Improving pedestrian connections across barriers such as the rail corridor, SR 9 and NW 27th Avenue was another important theme.

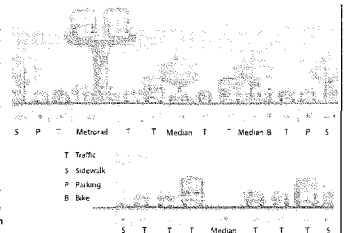
Citizens also voiced support for keeping the industrial area northeast of the proposed station. They want to keep good jobs in Opa-locka and create a true mixed-income community by expanding economic opportunities.

### Transforming NW 27th Avenue

Improving NW 27th Avenue is a common element of all of the North Corridor stations, including Ali Baba. In addition to the new traffic rotary at SR 9, the team developed a design concept that would change the character of the corridor to an urban boulevard with safety improvements, street trees, wider sidewalks, bike lanes and new signalized intersections – all integrated with Metrorail. However, this concept is a proposal and does not reflect current plans or funding commitments.

North of Ali Baba Avenue, the design concept maintains six lanes by transforming NW 27th Avenue into a four-lane roadway (two lanes in each direction) with left turn lanes or a median in the middle, plus a single-lane local access road on each side with parking and bike lanes.

Safety improvements include new signalized intersections, textured crosswalks, curb extensions, and pedestrian countdown signals.



**Making NW 27th Avenue Safer:** A transformed NW 27th Avenue might include wider sidewalks, parking, bike lanes, local access roads, landscaping and tree-lanes.



**New Development on Ali Baba:** Above is a before and after of the potential future for the community of Opa-locka along NW 27th Avenue.

#### Making the Plan Real

Achieving the community vision will require significant public leadership and intergovernmental cooperation between Miami-Dade Transit, the Florida Department of Transportation (FDOT), the City of Opa-locka and Miami-Dade County.

First, Opa-locka will need to adapt new station area zoning that is consistent with the community vision. The city and county will also have to work on the provision of adequate public infrastructure and services to attract new private investment to the two commercial districts. Creating a storefront and home improvement grant or loan program will help encourage private investments and property improvements.

FDOT and Miami-Dade Transit will need to collaborate on transit and streetscape improvements that are consistent with the plan and implemented concurrently to minimize construction impacts and ensure that the NW 27th Avenue improvements are in place when North Corridor service begins. Funding the rotary and purchasing right-of-way for construction are the main challenges to implementing the corridor improvements.

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# APPENDIX B

## VETERANS WAY (ALI BABA AVENUE) CHARRETTE POSTCARD

### MIAMI-DADE TRANSIT: NORTH CORRIDOR STATION AREA PLANNING

**ALI-BABA AVENUE AND 119TH STREET STATIONS**

**COMMUNITY DESIGN WORKSHOP**  
**APRIL 22-27, 2006**

Miami Dade College - North Campus  
MJ Taylor Lounge - Room 4207  
11380 NW 27th Avenue ■ Miami, FL 33167

*Your ideas are needed to improve the livability of your community. You will have the opportunity to participate in a community design workshop (charrette) focused on the communities one half mile around the proposed Metrorail stations at Ali-Baba Avenue and 119th Street Stations. As a part of a week long design process, you are invited to attend four community events for two station areas.*

**MIAMI-DADE  
COUNTY**

**WHAT YOU WILL SEE:**

- Presentation of Transit Oriented Development
- Community Design Concepts
- Emerging Land Use Concepts

**WHAT YOU CAN DO:**

- Participate in hands-on opportunity to develop community concepts for Ali-Baba Avenue and 119th Street Station areas
- Give your input on pedestrian amenities and design





*For more information call 1-877-800-7779*

### MIAMI-DADE TRANSIT NORTH CORRIDOR STATION AREA PLANNING

**Ali-Baba Avenue and 119th Street Stations**

- **Saturday, April 22, 2006, 10:00 a.m. – 3:00 p.m.:**  
Attend a hands-on, citizens design workshop where you will help shape the look and feel of your community around your future Metrorail station.
- **Tuesday, April 25, 2006, 7:00 p.m. – 9:00 p.m.:**  
Review and comment on design alternatives in progress.
- **Wednesday, April 26, 2006, 7:00 p.m. – 9:00 p.m.:**  
Help select a preferred design alternative.
- **Thursday, April 27, 2006, 7:00 p.m. – 9:00 p.m.:**  
Comment on the preferred design alternatives developed during the charrette week.

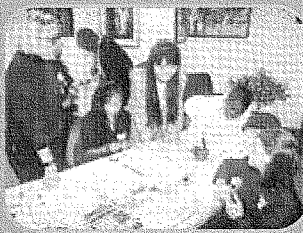
**LOCATION:**

Miami Dade College - North Campus  
MJ Taylor Lounge - Room 4207  
11380 NW 27th Avenue  
Miami, FL 33167

*Let us hear from you!*

*For more information about Miami-Dade Transit:*

Contact: **Michelle Simmons**  
Public Involvement Coordinator  
Tel. 305 375 4625 ■ Fax 305 372 6150  
msimmon@miamidade.gov



*To RSVP Call 1-877-800-7779 or E-mail admin1@dickeyinc.com*

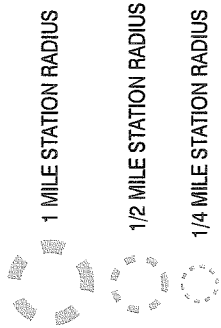
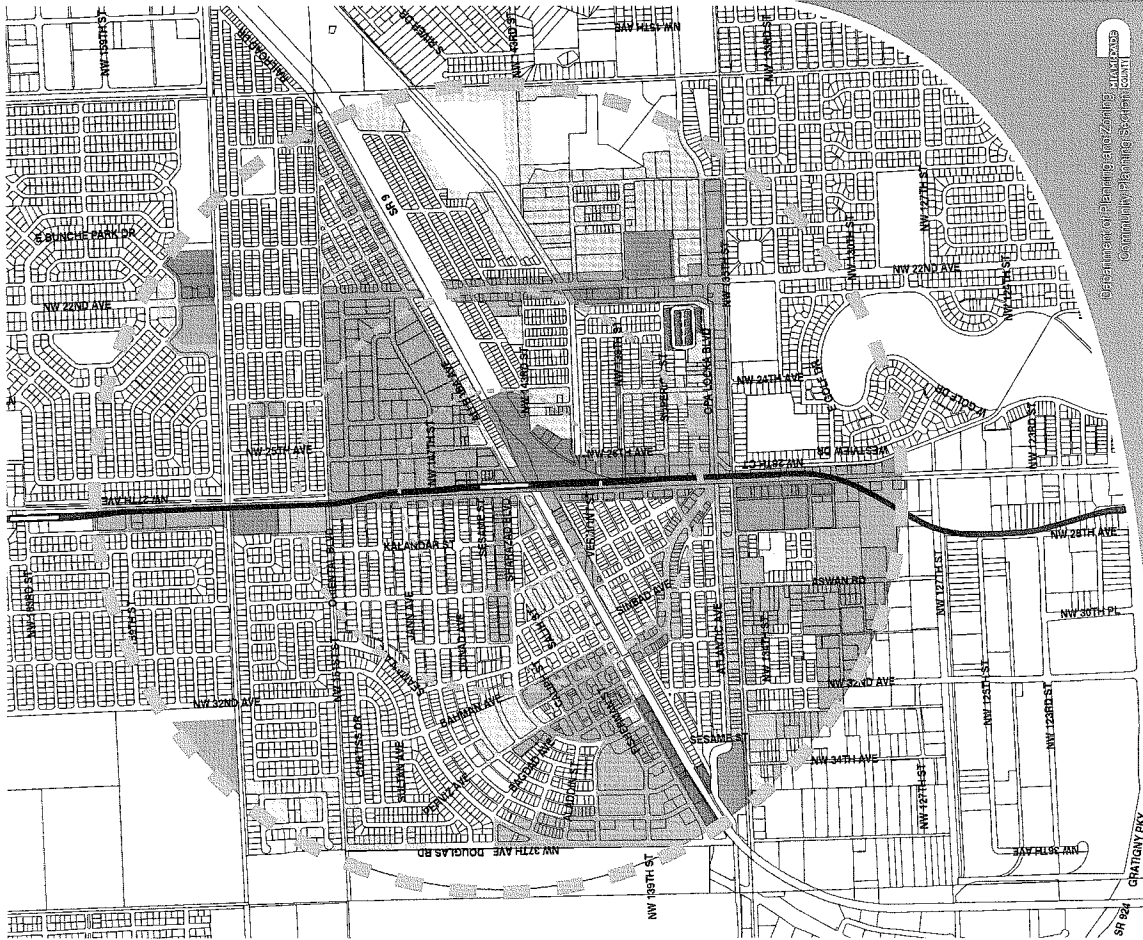
**Dickey  
Consulting  
Services, Inc.**

Dickey Consulting Services  
P.O. Box 892  
Fort Lauderdale, FL 33302

# APPENDIX C

## VETERANS WAY (ALI BABA AVENUE) ZONING AND LAND USE MAPS

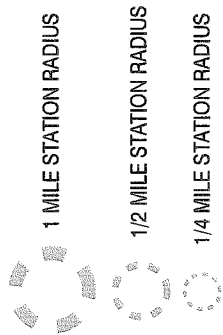
### ALI BABA AVENUE STATION ZONING



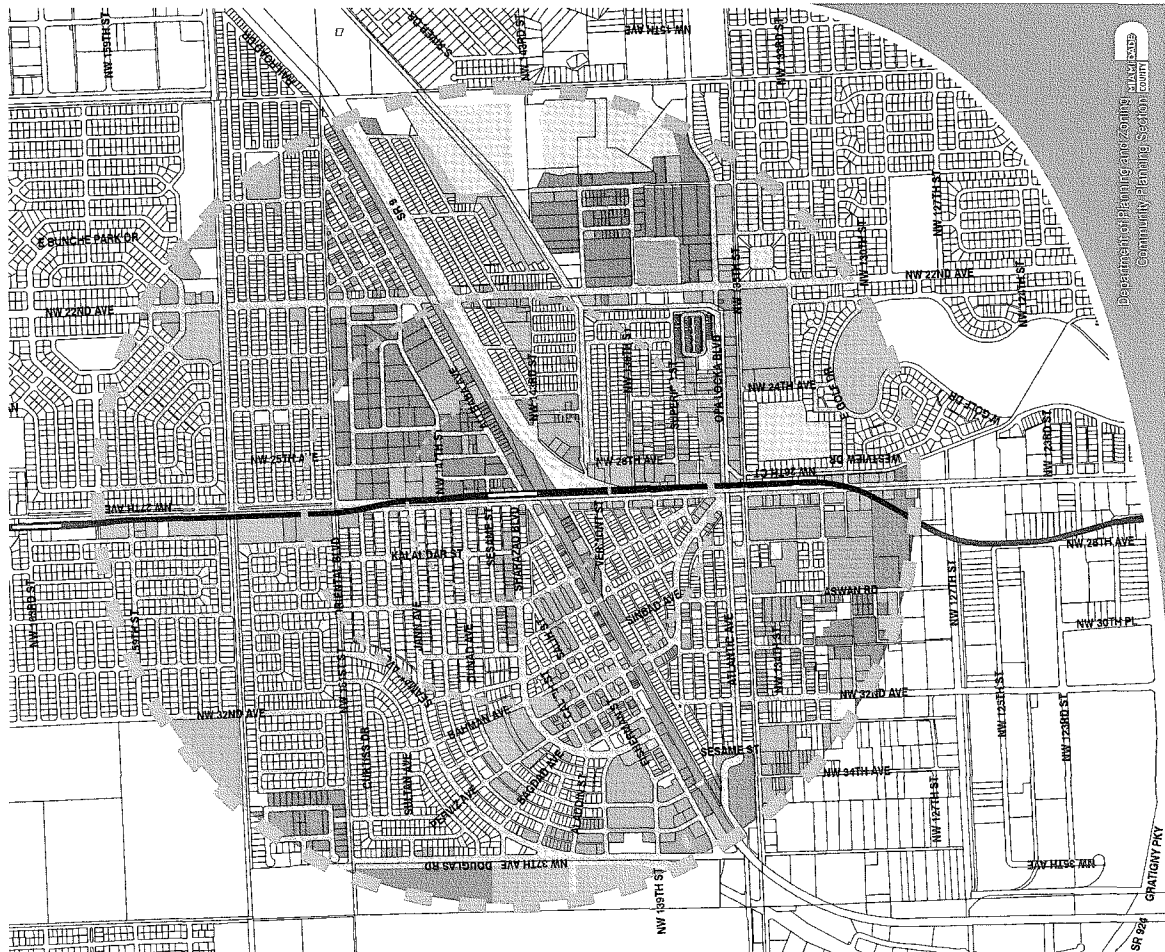
ZONE	ACRES
A	38.3
AU	10.3
B-1	35.6
B-2	135.4
B-3	47.6
B-4	24.5
BU-1	1.7
BU-1A	10.4
BU-2	28.4
BU-3	14.5
GP	0.4
GU	28.1
I-1	88.7
I-2	131.2
I-2A	0.0
I-3	8.6
IU-1	21.3
NONE	120.4
P	56.1
R-1	506.1
R-2	32.6
R-3	107.2
R-4	19.3
R-TH	35.2
RU-1	501.7
RU-3	5.4
RU-4	1.5

NORTH CORRIDOR METRO RAIL EXTENSION

# ALI BABA AVENUE STATION LAND USE



LAND USE	ACRES
Single Family	648.5
Two-Family (Duplexes)	14.5
Mobile Home Parks	1.4
Townhouse	7.7
Low-Density Multi-Family	98.5
Multi-Family High Density	1.6
Transient-Residential (Hotels/Motels)	1.0
Shopping Centers, Commercial, Stadiums, Tracks	78.9
Office	8.2
Institutional	116.1
Industrial Extraction	1.8
Industrial	170.1
Airports, Ports	13.7
Communications, Utilities, Terminals, Plants	37.0
Streets/Roads, Expressways, Ramps	519.2
Streets/Roads/Canals RW	26.9
Parks (Including Preserves and Conservation)	67.6
Vacant, Government Owned	9.5
Vacant Unprotected	74.1
Inland Waters	114.3



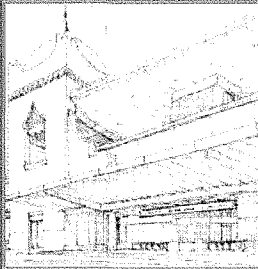
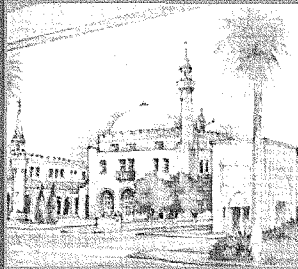
# APPENDIX D

VETERANS WAY (ALI BABA AVENUE) CHARRETTE POWERPOINT



NORTH CORRIDOR STATION AREA PLANNING

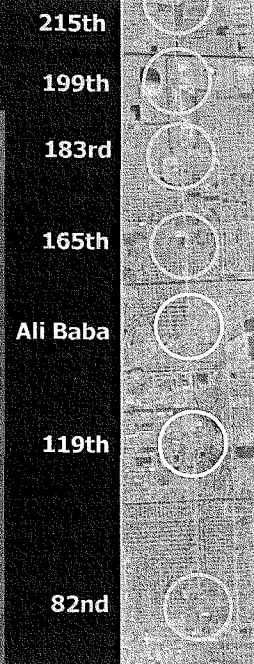
# North Corridor Station Area Planning Ali Baba Ave/City of Opa Locka



April 22-27 2006

## Why are you here?

- Look at future development around Metrorail
- 119<sup>th</sup> & Ali Baba Stations
  - What is your vision for the future?
  - How can Metrorail help make that possible?



NORTH CORRIDOR STATION AREA PLANNING

## This Weeks Activities

Linking Metrorail to the community's vision

The diagram illustrates a four-stage process for linking Metrorail to the community's vision:

- Public Vision**: Includes activities 1, 2, 3, and 4. Below the photo is a box labeled **Alternative Plans**.
- Public Input**: Includes activities 1, 2, 3, and 4. Below the photo is a box labeled **Refined Plans**.
- Public Review**: Includes activities 1, 2, 3, and 4. Below the photo is a box labeled **Final Plan**.
- Public Confirmation**: Includes activities 1, 2, 3, and 4.

At the bottom left is the **PlaceMaking** logo.

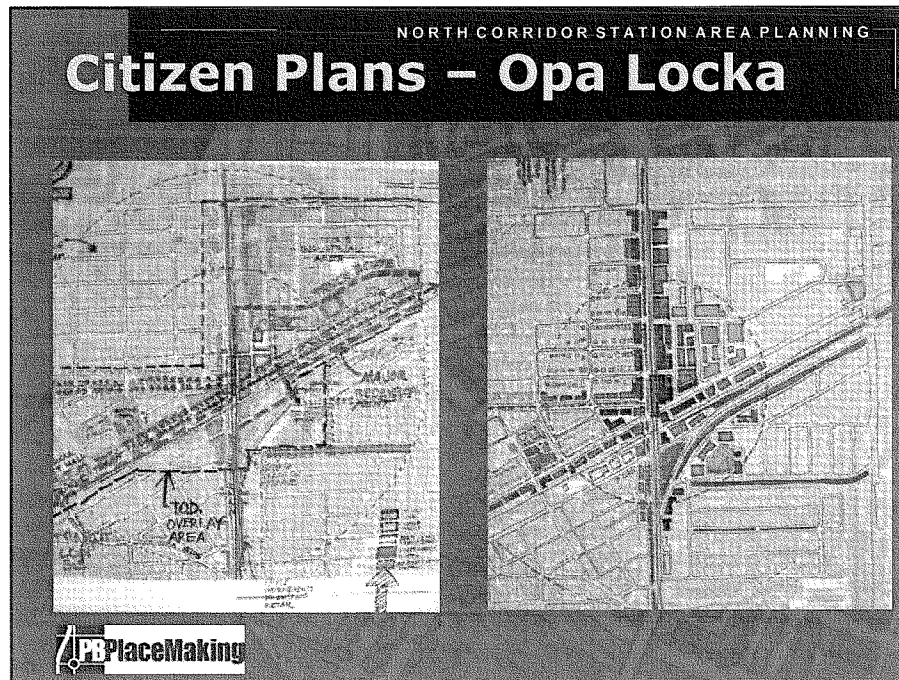
NORTH CORRIDOR STATION AREA PLANNING

## Planning in Small Groups

▸ Linking Metrorail to your vision

The collage shows various participants engaged in small group planning sessions, including people looking at maps, discussing documents, and interacting with each other.

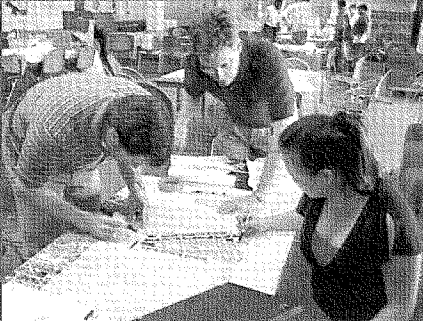
At the bottom left is the **PlaceMaking** logo.



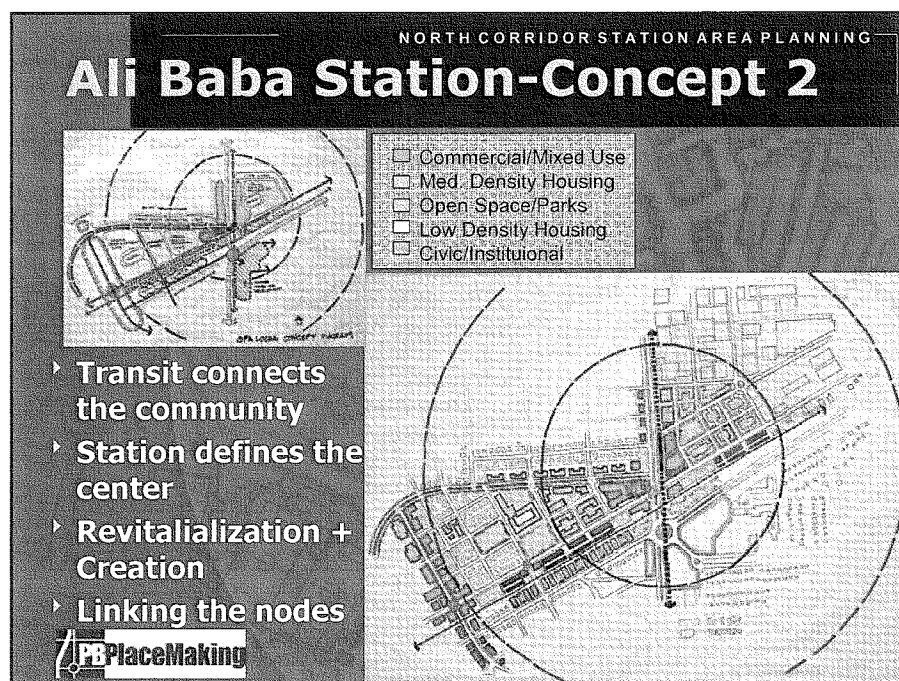
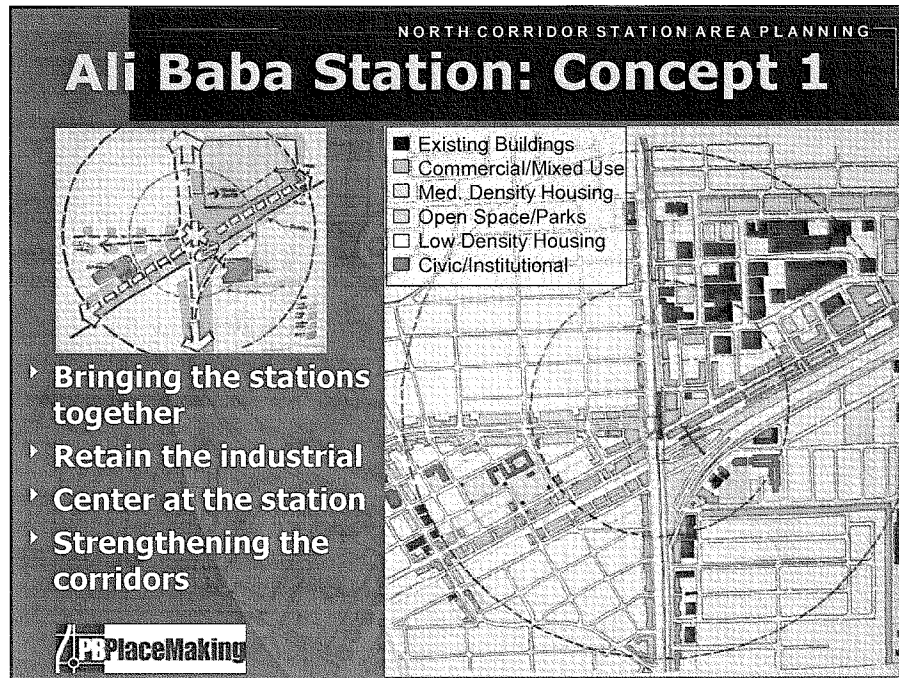
NORTH CORRIDOR STATION AREA PLANNING

## Refining the Ideas

- › 2 teams working to refine what we heard
- › Translate those into more detailed plans
- › Refine further tomorrow – based on your feedback
- › Develop alternative plans to discuss opportunities.



**PEPlaceMaking**





NORTH CORRIDOR STATION AREA PLANNING

## Expected Results

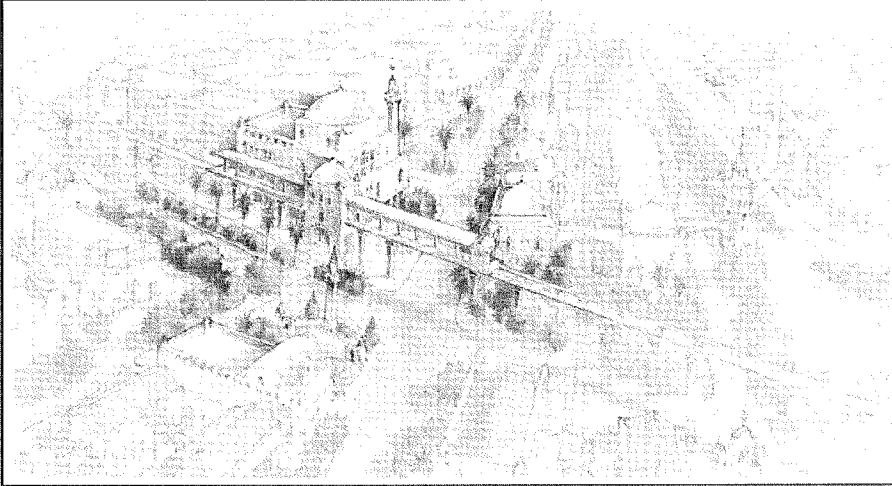
- Adopt Plans for 119<sup>th</sup> & Ali Baba:
  - Station area plan & vision
  - Sketch illustrations
  - New zoning
  - Circulation Plan
  - Urban Design Plan
  - Schedule & strategy



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NORTH CORRIDOR STATION AREA PLANNING

## Second Night

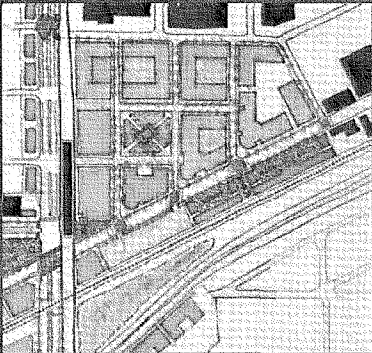


**PlaceMaking**

NORTH CORRIDOR STATION AREA PLANNING

## Ali Baba Station- Bringing the Plans Together

- Three activity nodes
  - Urban village
  - Main Street
  - Rotary frontage
- Tri-Rail station stays put
- Residential core / preserved industrial edge



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NORTH CORRIDOR STATION AREA PLANNING

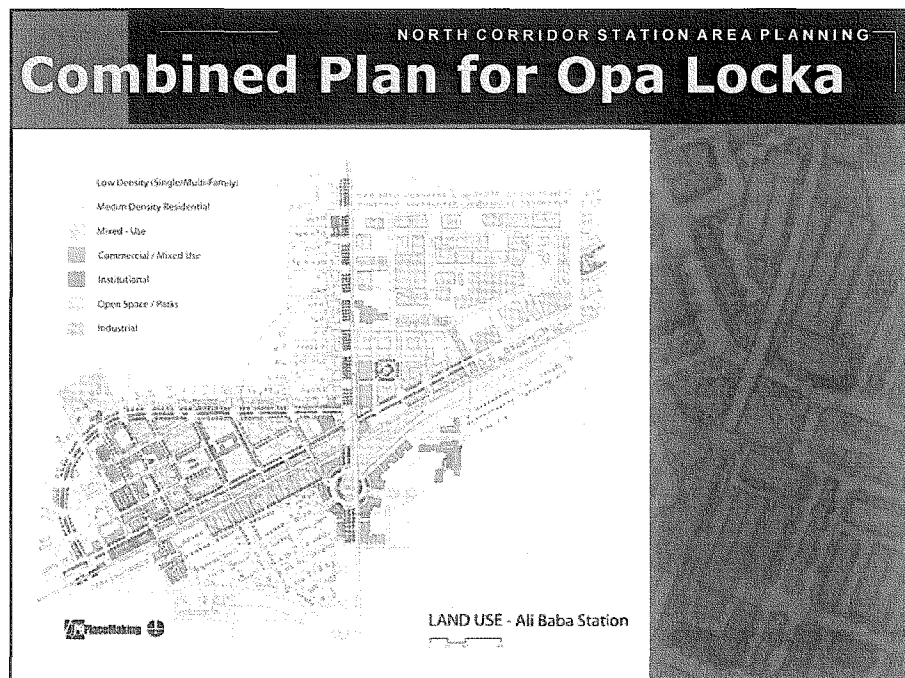
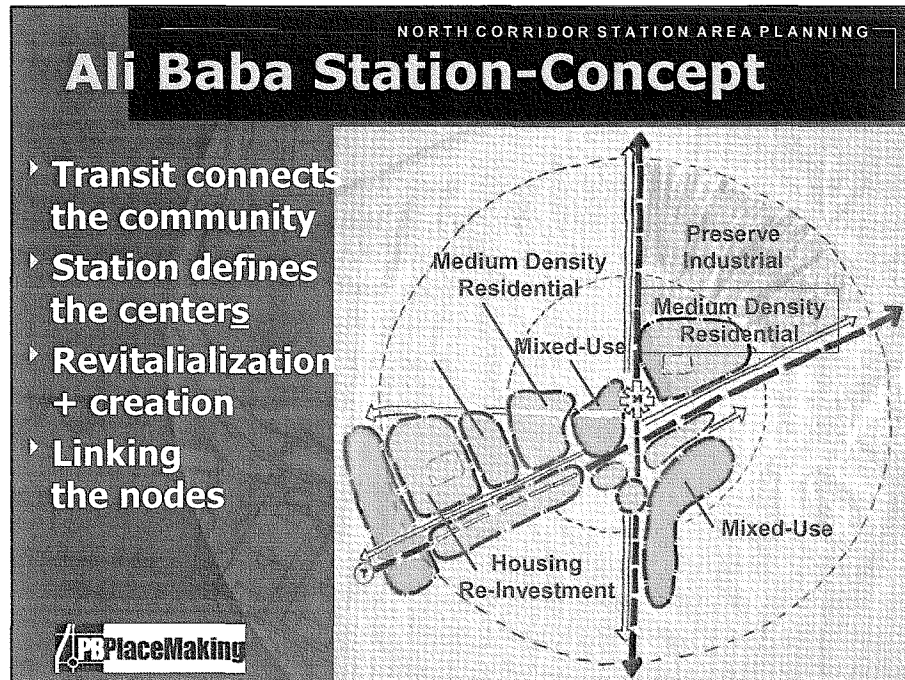
## Ali Baba Station: Alternative Plans



Concept 1

**PlaceMaking**

Concept 2



## Participants in Implementation

- Agencies: sites, infrastructure, incentives, gap funding, homebuyer assistance
- Foundations: gap funding, program funding, homebuyer assistance
- Developers: equity & debt financing, design, construction, management
- Community organizations: affordable housing, education, programs
- Local firms and residents



## Phasing Improvements

- Multiple phases - up to 20 years
- Start with limited resources - need to focus on "catalyst" projects
- First projects prove market potential
- New development creates new taxes, funding to support future phases



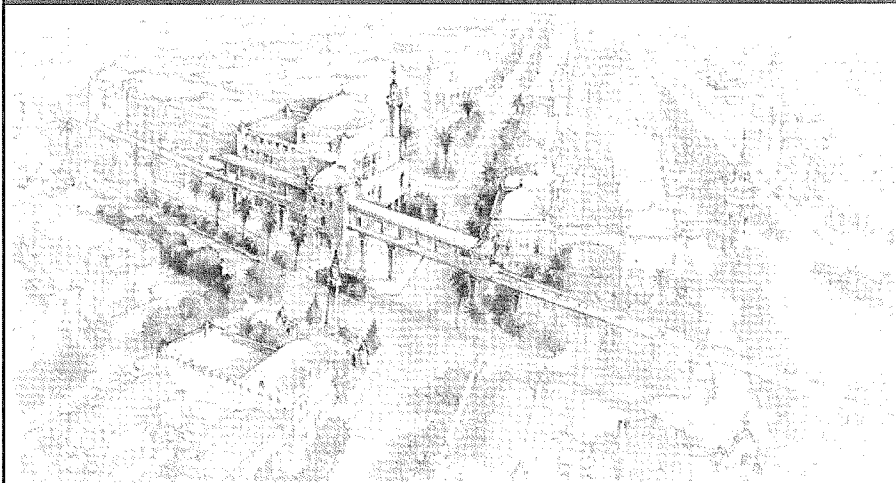


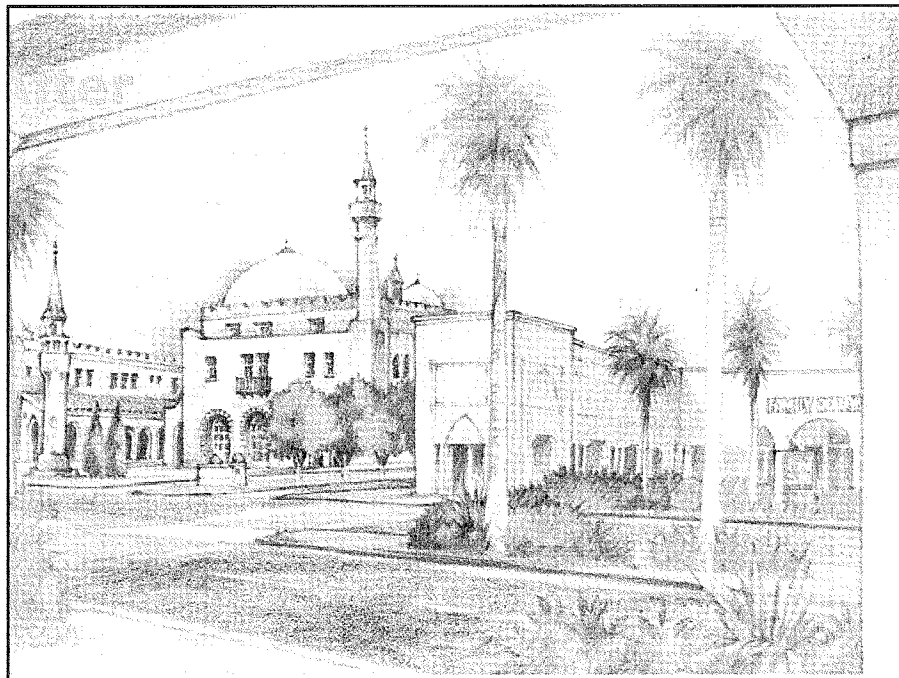
## Deciding on Priorities

- › What types of projects should happen first?
- › What types of projects can happen later?
- › Which locations should be highest priority?
- › Which locations are best done further in the future?



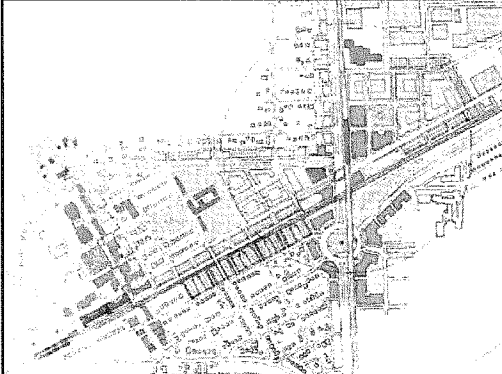
## Final Night - Recommended Plan





NORTH CORRIDOR STATION AREA PLANNING

## Key Physical Interventions

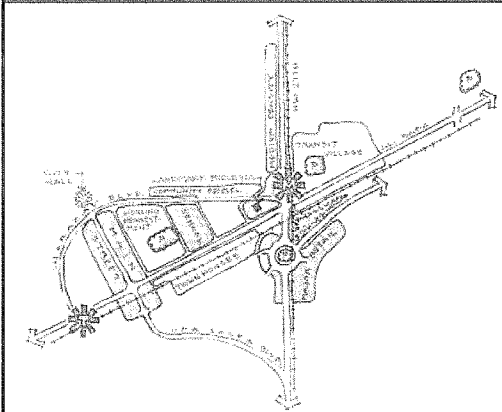


- Ali Baba Boulevard
- Rotary @ SR 9
- Calm 27<sup>th</sup> Avenue
- Mixed Income Community
- Station Village
- Civic Complex
- School Play Area

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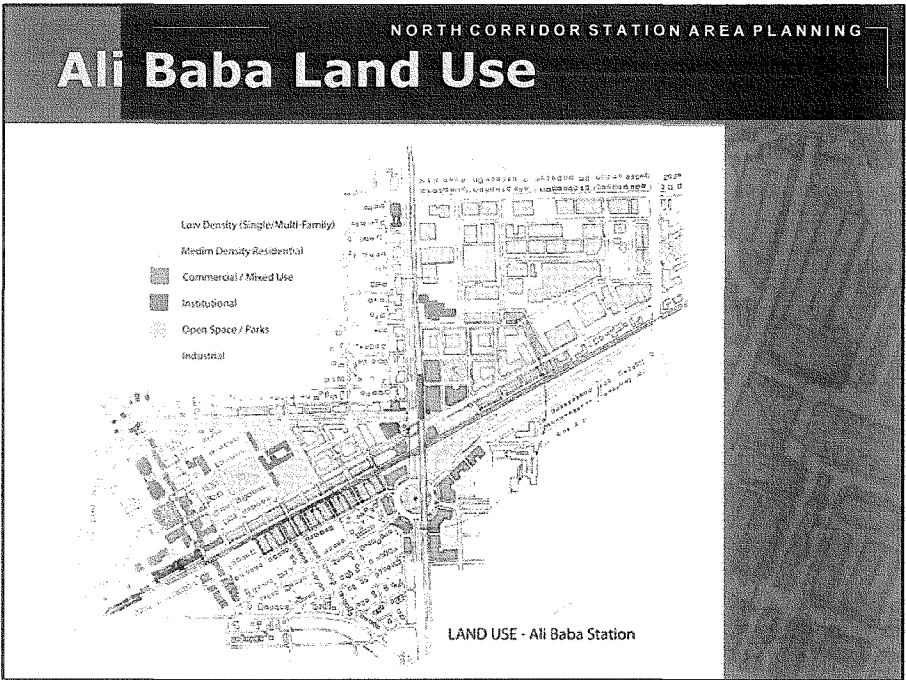
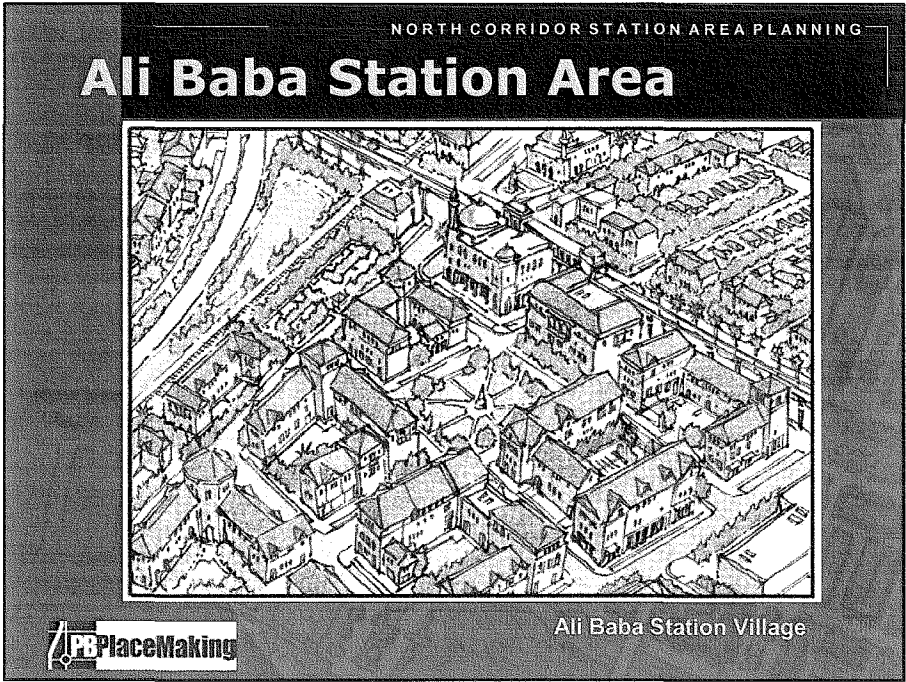
NORTH CORRIDOR STATION AREA PLANNING

## Ali Baba Concept Diagram



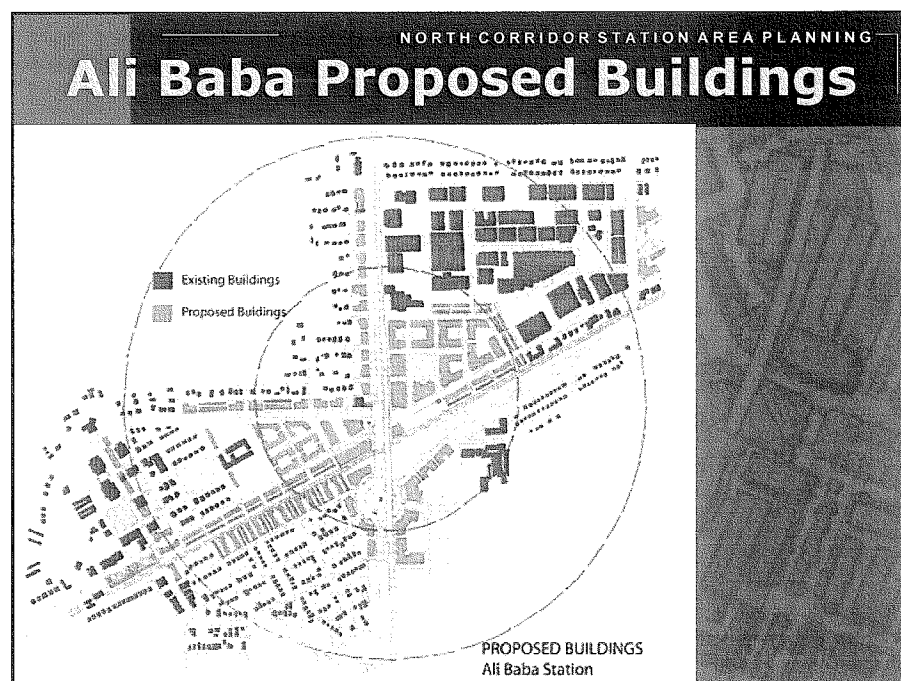
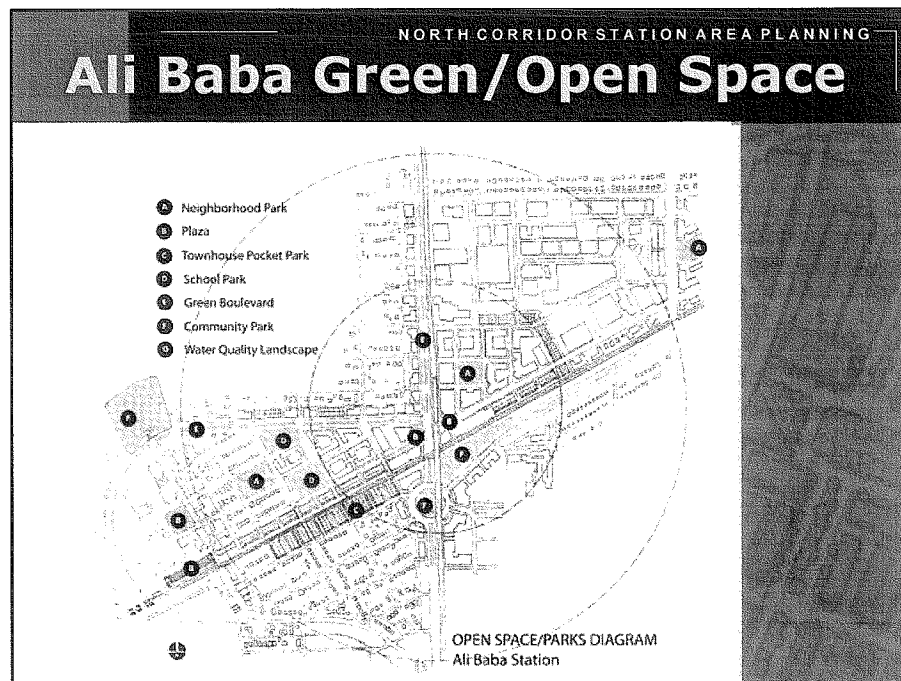
- Creating a Main Street
- Housing Reinvestment
- Transit Village Around Station
- Major Retail Near Rotary

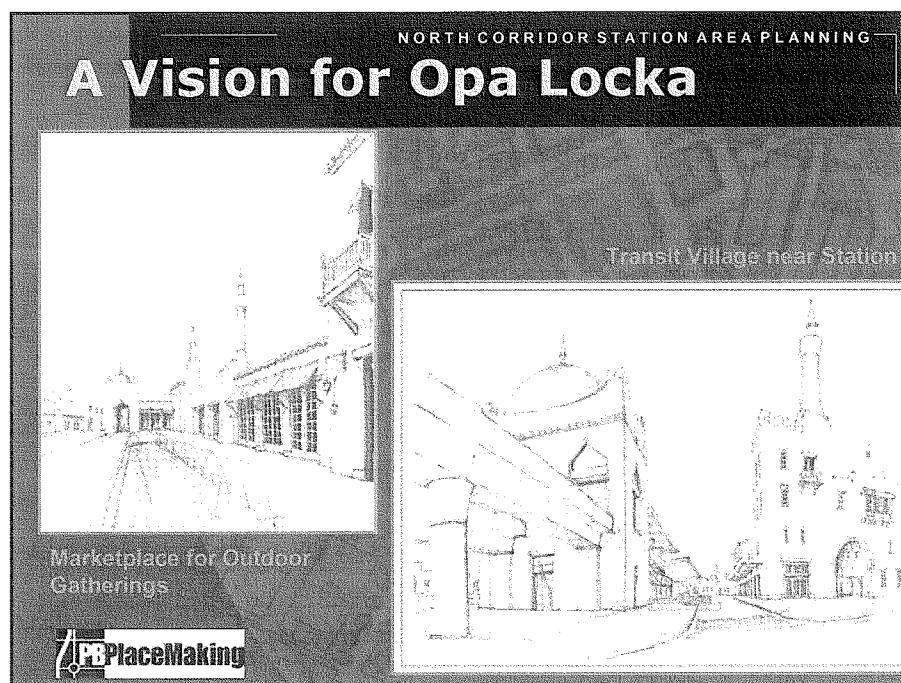
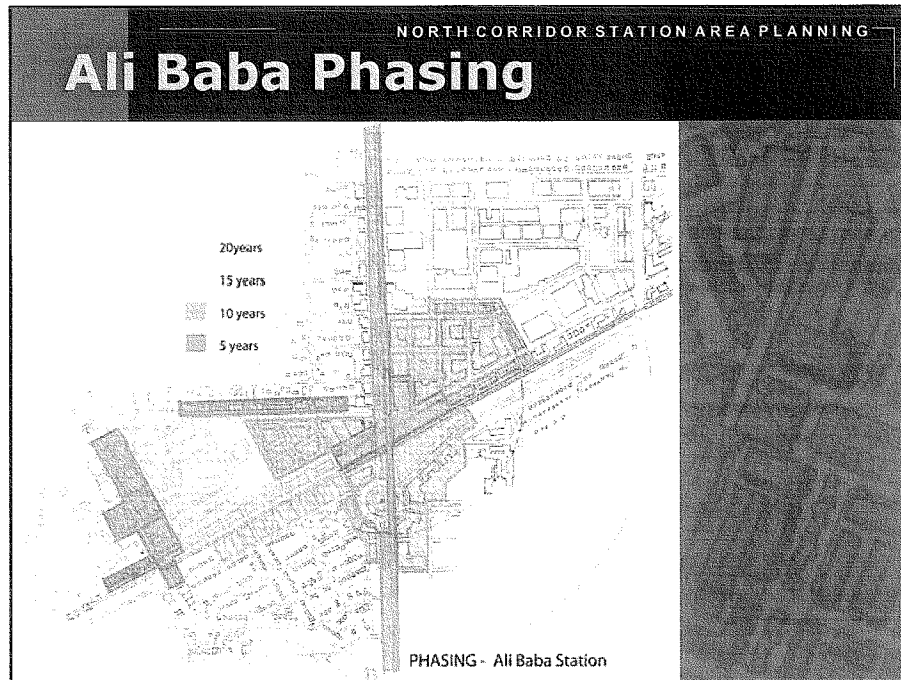
**PlaceMaking**



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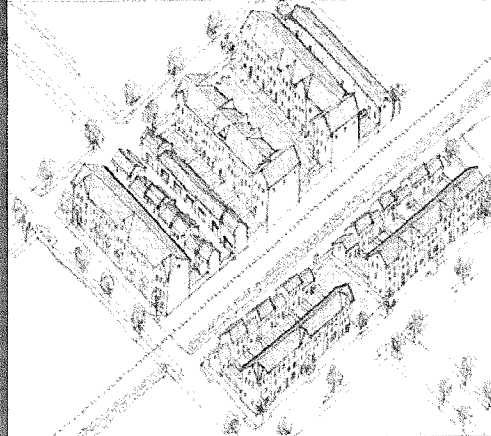






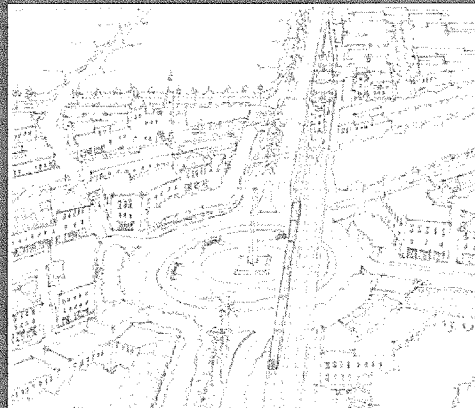
## Avenue Rowhouses

- Medium Density Housing
- Shared Open Space
- Building a Community
- Eyes on Public Spaces



## Ali Baba Rotary

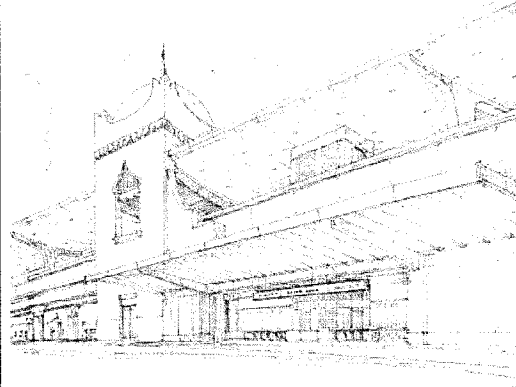
- Creates More Development Opportunities
- Provides Safe Pedestrian & Bicycle Crossing
- Community park
- City of Opa Locka Gateway



NORTH CORRIDOR STATION AREA PLANNING

## Ali Baba Station Entrance

- Resembles the Visionary Architectural Character of the City of Opa Locka

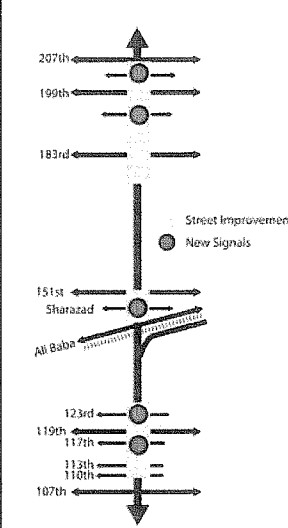


**PlaceMaking**

NORTH CORRIDOR STATION AREA PLANNING

## Transportation Diagram

- Transformation of 27<sup>th</sup> Ave
  - From separator to connector
- Implement in pieces
  - New cross section
  - New intersections
  - New rotary at 27<sup>th</sup> Ave and SR-5
  - New traffic signals
- Link to opening of Metrorail
- Critical to ultimate success of Metrorail



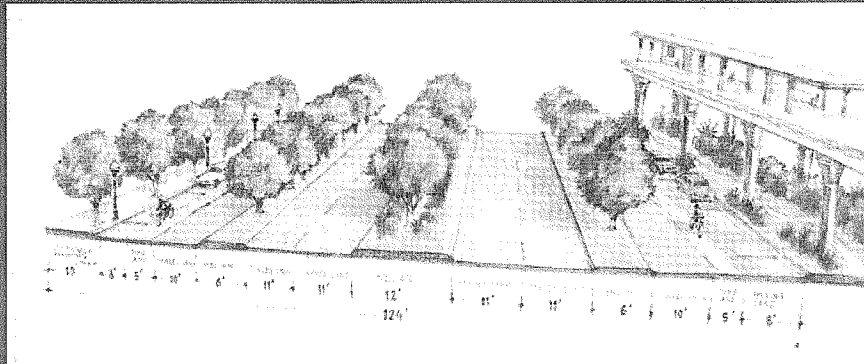
**PlaceMaking**

115



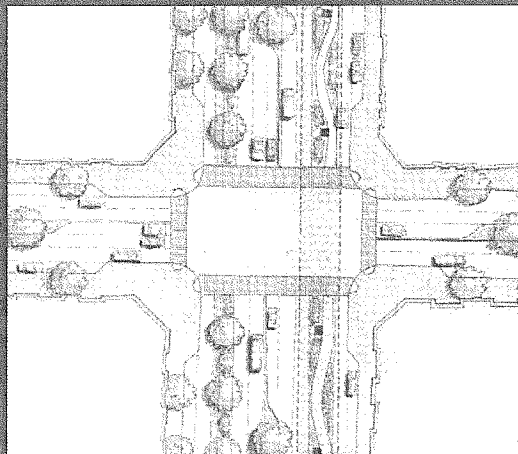
## Ali Baba Station

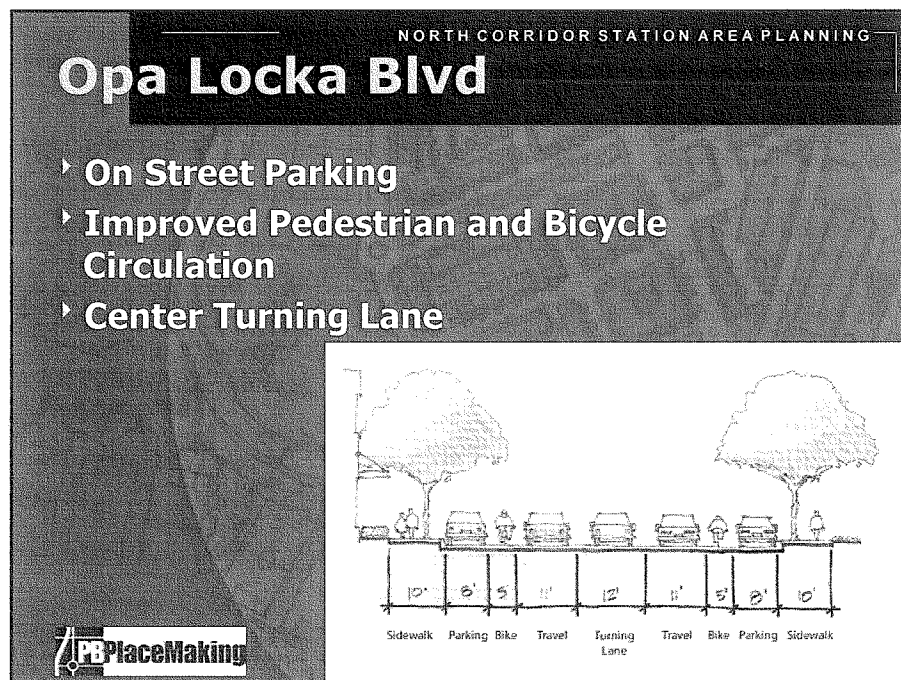
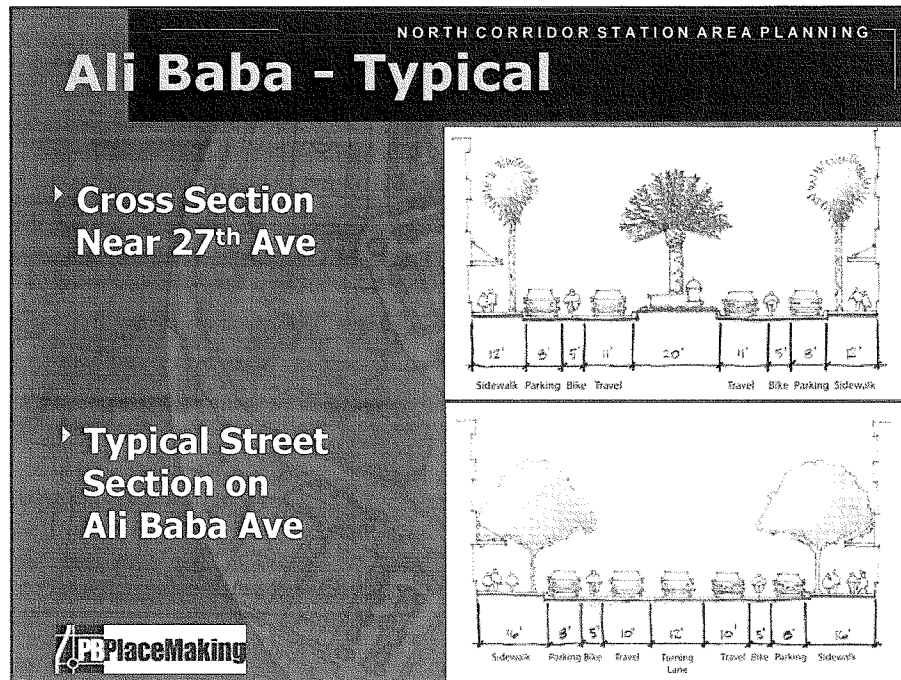
- Cross Section of 27<sup>th</sup> Avenue Urban Boulevard
- Pedestrian and Bicycle improvements
- Multi-use path
- Ali Baba Avenue Road Diet


















## Road Improvements

- Plan view of intersection of 27<sup>th</sup> Avenue and Ali Baba Ave





NORTH CORRIDOR STATION AREA PLANNING					
Master Plan Implementation					
	Developer (s)	Opa Locka	Miami-Dade	Miami-Dade Transit	FDOT
Master Planning / Zoning					
Transportation					
Infrastructure					
Finance					Lead Support
					

NORTH CORRIDOR STATION AREA PLANNING

## TOD Strategy & Market Conditions

- A feasible TOD strategy is grounded in current and future market conditions
- The “market” is the choices developers, residents, and firms make on locations
- Markets constantly change – those changes enable revitalization
  - Understanding of these changes lags
- Understand market, potential changes to inform community goals and efforts



## Opa Locka's Station Areas

- Combined area 1/2 mile around 119th St., Ali Baba stations has nearly 15,000 people
  - Young and family oriented: median age 28 years, 70% of households are families
- Significant economic challenges:
  - Median annual household income of \$21,000
  - No vehicles in 26% of households
  - Renters make up 61% of households
  - No high school degree for 44% of adults over 25
- Neighborhoods vary – some strong and like region, others extremely challenged



## Existing Market Conditions

- Population is young, family-oriented
  - Significant economic challenges
- Limited growth, market-rate development
  - New residential in below market-rate units
  - Retail underserved, no modern supermarket
- Growing interest in new development
  - Central location a key advantage
  - Median house price up 100% since 2000
- Both opportunities & displacement risk





## Using TOD to Strengthen Community

- Community development goals as framework for TOD Strategy
- First time homeownership & affordable housing
- Business assistance to strengthen, retain existing firms
- New supermarket & other retail choices
- Employment, contracting opportunities for local residents, firms



## Developer Perspectives

- North Corridor is well located to attract development
- Attracting businesses is key to making TOD work
- Affordable housing is appropriate for TOD
  - Flexibility in meeting requirements
- Could put a supermarket at each station area
- Need more streamlined, coordinated approvals



## Potential Opportunities - Next 20 Years

- Metrorail is a major public investment that can attract private investment
- Potential new development if station areas grows similar to region
  - Rebuilding of existing residences, businesses
  - 1,400 to 2,000 additional residential units
  - 200,000 to 300,000 sq. ft. new office
  - 50,000 to 80,000 sq. ft. increase in retail, including new supermarket, other neighborhood retail
  - Continued affordable housing development



## Potential Development Program

	Opa-Locka	119 <sup>th</sup> St.
Housing: Market-Rate	1,100 units	1,500 units
Housing: Affordable	700+ units	1,000+ units
Retail	300,000 sf	500,000 sf
Office	200,000 sf	680,000 sf
Industrial	0	420,000 sf
Institutional	63,000 sf	1.7 million sf
Parks	6.6 acres	TBD



## Implementation

- Local government, citizens lead
- Use public finance tools, obtain grants
- Community-based organizations provide programs
  - Potential community land trust
- Agreements with for-profit, non-profit developers to fulfill goals
- Phased approach 20+ years - create, build on success

